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Department of Forest Economics

Multi-stakeholder collaboration in wind power planning

Intressentsamråd vid vindkraftsetablering

Emmy Bwimba

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Summary

Wind power industry is rapidly growing in Sweden. The country has decided that by year 2020, the share of renewable energy will be 50 % of total renewable energy supplied in the country (Vindval, 2013). Wind energy is perceived by many as the future of renewable energy especially in northern Europe. However, wind power projects have encountered many obstacles from various stakeholders that includes environmental organizations, local opposition and bureaucratic challenges from local government. This is because wind power projects alter nature and competes with human interest. Wind power development projects are prone to these challenges since they involve the erection of tall windmills across wide-open landscapes that are deemed controversial and unacceptable to local community.

Since these interest groups perceive and use landscape in very different ways and for numerous purposes, they can directly or indirectly influence wind power projects. However, several critics aimed at wind power projects have witnessed the shortcomings in collaborating with these stakeholders. This has led to authoritative rejection of project implementation, permit applications and strong community opposition that consequently and significantly increase costs. This in addition, delays the project, and in the process destroys wind power industry reputation. There is general indication that a weak stakeholder management process in the planning phases can cause problems to the project or worse, in many cases lead to project failure and abandonment by the developer companies.

The aim of this research project is to explain conditions in the multi-collaboration in wind power planning. The thesis describes the motivations for the developer company to engage in multiple collaboration with other stakeholders in the wind power planning. The thesis applies stakeholder theory to explain the interdependencies among various stakeholders with different objectives. In this research, the developer company Svevind was placed at the center of network and in most parts of this thesis is described as convener to define its central role in initiating stakeholder networks throughout the planning processes.

Theoretical framework of theories and models that explains push factors triggering a developer company to engage in multiple collaboration was developed and used to make clear understanding of the project. The push factors are thought to be stakeholder influence/pressure, company's strategic management and legitimacy of the company, these factors mostly forces the company to initiate multiple networks to balance its own objectives with stakeholders' needs.

The results from the project indicate that developer company engages in multiple collaboration due to the wind power planning system in Sweden that it self involves various institutions, and bureaucratic hierarchies. The need for complying with codes and acts of the institution together with developer's need to gain social license to operate to maintain reputation and legitimacy in the region, leads to engagement in multiple networks with various stakeholders. In this wind power project, a number of actors have participated, and this study explains how these collaborations are initiated and sustained. The results were analyzed based on theories only to find that some networks are created not only due to the company's need to harmonize its objectives but with need to comply with rules and acts developed by the government institutions.

Keywords: *collaborative participation, legitimacy theory, social license to operate, stakeholders, stakeholder theory, wind energy*

Sammanfattning

Vindkraftsindustrin växer i Sverige. Det kan förklaras av ett politiskt mål att förnybar energi skall utgöra 50 % av förnyelsebar energi i landet 2020. Vindkraft uppfattas av många som en framtida energikälla, speciellt i norra Europa. Trots politiska mål och en positiv inställning i allmänhet möter vindkraftsaktörer på utmaningar i form av motsättningar i målbilder i utveckling av nya projekt. Här möts vindkraftsindustrin med lokalpolitiska representanter och intresse-organisationer som har andra prioriteringar och åsikter. Ett vindkraftverk blir ett kontroversiellt inslag i landskapsbilden. Ytterligare utmaningar för vindkraftsindustrin utgörs av upplevd byråkrati på många nivåer. Det betyder att vindkraftverksinvesteringar möter många utmaningar.

Många intressentgrupper har behov och intressen av att påverka hur landskapsbilden utvecklas och hur resurser används. De kan påverka utvecklingen av vindkraftverk direkt och indirekt, genom politik. Svårigheterna att skapa forum för dialog där motstridiga viljor kan få mötas, långa ledtider i ansöksförvaranden, och svårigheter att leda ett större investeringsprojekt på ett inkluderande sätt. Detta är de viktigaste utmaningarna för vindkraftsutveckling.

Syftet med detta projekt är att förklara förutsättningar för multi-intressentsamarbete i vindkraftsplanering. I projektet beskrivs motiv för vindkraftsaktörer att engagera intressenter i planeringsfasen av en vindkraftsinvestering. Intressenteori används som teoretisk ram för att förklara beroenden mellan intressenter med olika målbilder. I fallstudien har Svevind en central roll i ett nätverksbyggande med relevanta intressenter i planeringsprocessen.

En teoretisk ram har valts av modeller som förklarar vad som driver och stimulerar samverkan i så kallade intressentnätverk (multi stakeholder collaboration). Drivande faktorer, främst makt, legitimitet och förväntade resultat förklarar vindkraftsproducenters behov av att förankra en planeringsprocess av ett stort investeringsprojekt som ett vindkraftverk innebär.

Resultaten i studien pekar på behov för vindkraftsföretaget att förankra investeringen tidigt i planeringsprocessen. Förankringen görs i dialoger med ett stort antal intressenter, som utgör ett nätverk för projektet. Den leder till förståelse för stegvisa förfaranden i byråkratiska processer, dialog för att stärka vindkrafts-legitimitet och insikter om hur dessa nätverk kan utvecklas och användas. I projektrapporten redogör ett antal intressenter för deras bild av hur nätverks-samarbetet har utvecklats och underhållits. Slutsatserna i projektet stödjer tidigare forskning som pekar på företagsbehov av att harmonisera interna mål med samhällsmål och regler i en stegvis process.

Nyckelord: intressenter, legitimitetsteori, samråd, samverkan, vindkraft

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Abbreviations

CAB	County Administrative Board
EWEA	European Wind Energy Association
EIA	Environmental Impact Assessment
MSC	Multi-stakeholder Collaboration
NIMBY	Not in My Back Yard
NGOs	Non-Governmental Organization
PSM	Project Stakeholder Management
TWh	Terrawatt hours
SDS	Sustainable Development Strategy
SSNC	Swedish society for nature conservation
SWOT	Strength Weakness Opportunities Threats
WCED	World commission on Environment and Development

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1 Introduction

This chapter gives the description and background of the research study. It describes the problem, and how the research study aims to address it. The chapter also identifies research questions that provides analytical processes to make conclusion, then it gives the outline of the study.

Sustainability has become popular in policy-oriented research as an expression of what public policies ought to achieve (Robert, Parris, & Leiserowitz, 2005). The principal inspiration of the term came from the Brundtland Report of 1987. This report adopted definition of sustainable development, which is defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987, 41). Since then the concept has developed in meaning to cover various development initiatives (Kuhlman & Farrington, 2010).

Sustainability oriented projects have become increasingly globalized, contributing significantly to the social, environmental and economic growth of nation states and for the local communities (García-Rodríguez, Gil-Soto, & Ruiz-Rosa, 2012). Hence the management of these type of projects is not restricted to only the basic planning, executing, monitoring and evaluation of the project, but also includes the management of many stakeholder groups and factors that are relevant but may reside outside the conventional boundaries of a project (Alves, Wagner Mainardes, & Raposo, 2012). Evidently, large-scale infrastructural construction projects that intrude structurally into local communities or affect the environment such as altering the landscape or changing the traditional activities of the area are particularly prone to increased local and environmental critics.

Energy generation is a highly controversial issue, that often gives rise to conflicts between citizens, municipalities, industry, environmental organizations, public agencies and parliament (Lidskog, Soneryd, & Ugglå, 2005). Energy system cannot be simply viewed as a mere assemblage of technologies and related infrastructure, but as being deeply embedded within society. As such, this gives rise to a new created type-institution that involves various stakeholders with discrete opinions (Lozano & Kusyk, 2007). The most prominent example is the deployment of wind farms on land. The complexity, deepness and versatility of the wind power project, it entails the involvement of a large variety of interest groups. Stakeholder involvement largely accounts for the success of sustainable projects particularly that of complex projects in both development and implementation (Labuschagne, Brent, & Claasen, 2005). In a project context, these stakeholders are usually numerous, and can vary significantly in the degree of influence (Mitchell, Agle, & Wood, 1997). The strong cooperation of stakeholders is necessary for project success, since a project can be considered a temporary organization of stakeholders pursuing common objective.

The global concern for climate change and reduction objective of carbon emission has significantly resulted to the current state of strong support for the development of renewable energy as an alternative source. Of all the renewable energy options, wind energy is considered as one of the most technologically viable and cost-effective options. Wind energy is considered to be the clean energy that has the potential for diversification of energy supply (Morthorst & Chandler, 2004). However, similar to other forms of large-scale resource and land uses, the planning and siting of wind energy projects constitutes an illustrative example of a multiple use-multiple user dilemma (Hurley & Walker, 2004). It involves a range of conflicting values and stakeholders. Despite its proposed benefits, claiming land for wind power generation inevitably clashes with the demands of several local extractive and non-extractive uses, such as reindeer

grazing lands, areas for tourism and recreational use, hunting activities as well as claims on sustained biodiversity and nature conservation for both environmental, economic and cultural reasons.

1.1 Problem background

Fossil fuels have been the main energy generation source for many years, but concerns regarding Carbon dioxide emissions and climate change have motivated the search for alternative energy systems that can reduce the emission of greenhouse gasses while providing clean energy to the world population (*Pure Power - wind energy targets for 2020 and 2030*, 2011). Energy goals across the countries, like the Europe 2020 Energy package have been emphasized on the producing the so-called “Clean energy” that do not lead to the use of fossil fuels. Wind energy is one of the most outstanding in this context, with this goal various large-scale wind power projects were developed and implemented (National network for Wind energy utilization, 2017,11).

In Sweden, the share of renewable energy is forecasted to be 50 % in 2020 (Science for policy report, 2018) .But the target was already met by 2012 with 54% share of renewable energy. The goals that have been set by the Swedish Parliament are higher. The target is 100% renewable energy by 2040. In 2010, 3.51 TWh of wind electricity was produced (Swedish Energy Agency, 2010, 15). In the later part of 2011, production of electricity from wind power was 5.25 TWh (Swedish Energy Agency, 2011, 18). Several of the Swedish environmental quality goals can be attributed to wind power projects (*Environmental Council*, 2013, 18, n.d.).

Wind energy is a renewable source of energy that nature itself provides, and regarded by many as long-term solution to the current challenge of global warming (The effects of wind power on human interest, 2013, 24.).

1.2 Problem

Attitudes to global issues of environment and sustainable development can give an idea of how people think about energy issues in general (Johansson & Laike, 2007). In both political practice and public opinions, the expansion of wind power as an energy source generally receives strong support as a remedy for global climate change (Waldo, 2012).

In first instance, on shore wind projects were few and had the possibility of being located on areas where the sites would not affect or compete with other human interest. The deployment of wind mills in water have not lasted for so long, this was mainly due to the more benefits in shifting projects from offshore to onshore (Gibbons, 2015).

However, the rising momentum of the Wind projects in many different parts of Sweden put a much of pressure on forestry, farming, hunting, pollution, conservation, recreational activities and raised Conflict of interest between wind Power Companies and various stakeholders that are directly or indirectly affected by the projects (Kristina, 2014.) Most of the projects have encountered opposition from NGOs, local communities, associations and individuals.

Wind power projects have become subject of criticism especially during operational phase due to their conflicting of interest with different stakeholder's groups and individuals. Local community, organizations and professional associations are against wind power projects especially during the implementation and operational phases and this has become a critical issue in the development and planning of this renewable energy source (Jobert, Laborgne, & Mimler, 2007). Although nuancing a simplistic NIMBY-ism explanation, the literature on acceptance for wind power, nevertheless, highlights the importance of the local context, including socioeconomic factors, the

quality of social relations like trust, impacts on the local physical environment, residents' attachment to the area and other political reasons (Firestone, 2012).

These multidimensional issues place increasing pressure on organization to strengthen the legitimacy of collective decisions by incorporating public input and negotiating conflicting interests throughout the policy and planning processes (Waldo, 2012).

Efforts for searching the roots of this problem resulted in finding the central problem in something beyond the usual complains against just wind turbines but it lies in the way different groups should work together to achieve a long term common objective.

1.3 Aim and delimitation

The aim of the research project is to explain the conditions for multi-stakeholder collaboration in wind power planning.

Wind power planning involves various stakeholders; the study had identified different stakeholder groups that are related to the planning. The research project explains the motivations behind the developer company to engage in multiple collaboration and degree of engagement of various groups in wind power planning

The research aim involves the following questions

- What are the motivations for multi-stakeholder collaboration for Wind power planning?
- How are the stakeholders engaged in a wind power planning?

The research project is based on development of stakeholder theory that as gone beyond the concept of social acceptance. The theory has dominated latest technological development especially in energy sector, in less than two decades, this topic has evolved from a marginal and little studied point of discussion to be at the forefront of broader debates in the social sciences (Fournis, 2017). With wind energy being a key area of this study. The application of either theory or concept of social acceptance will attempt to show how multiple stakeholders can affect or influence the performance and sustainability of project a mess.

Therefore, in recognition of this conceptual weakness, the psychological social acceptance of community stakeholder or any other interest group to implementation and operational of wind power projects was not discussed in this study.

1.4 Organization of the study

The illustration below (Figure 1) outlines the organization of this study project and aims to simplify the structure of this research paper.

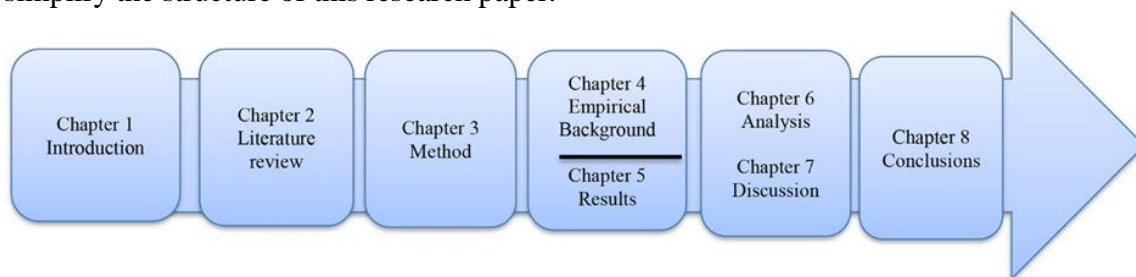


Figure 1. Illustrates the eight chapters of the research study. The intention is to make smooth transition through the chapters.

Chapter one starts with the introduction which presents the background of the problem, aim of the study with research questions guiding the analytical process and provides the scope and the limitation. *Chapter two* is dedicated to the review of literature, previous research and studies on Multi-stakeholder theories and concepts as a tool project management. at the end, the brief overview of the wind energy industry was provided and make the justification for choice of case study used in the research project. In *chapter three*, the research method and approach used in the study were described and highlighted activities that were carried out in conducting the research and processes involved to ensure quality and ethics of the data. It also describes the justification of the processes and choices made, while acknowledging scope and limitations to our research methods and approach. *Chapter four* gives short background on the empirical study and presents the data and findings collected from the various sources. *Chapter five* analyses the empirical findings with the help of conceptual framework developed earlier in the study. *Chapter six* analyses the empirical findings using the selected terminologies and models in the theoretical conceptual framework. The theories that were presented are applied on the empirical results that were found in the research study. *Chapter seven* responds to the research questions raised in chapter one. It also opens a discussion about how the empirics and analysis connects to findings in other studies. *Chapter eight* intends to address the aim of the study. It also describes the need for further research in relation to the studied subject.

2 Literature review and theoretical perspective

In this chapter, the relevant theories, concepts and models are presented and basements for the empirical studies. The chapter starts by looking into depth the stakeholder theory, bends the theory in context of project management, strategies, tools and analysis for engagement of stakeholders are also discussed, and this will be followed by describing multi-stakeholder phenomena. The phenomena refer to a project as open entity existing in interdependent relationship with external operating environment. The combination of this theories and concepts will assist the research to build conceptual framework that will be used to analyze the empirics.

2.1 Stakeholder Theory

By early 1970s, the stakeholder concept began to appear in numerous articles in the strategic planning literatures. Since then the definition of stakeholder has developed in several interpretations and scope and covers wide range of concepts. (Taylor & Irving, 1971) claimed that business would eventually be run for the benefit of stakeholders and are risking to diminish, if they do not comply with stakeholder's needs.

The study of stakeholders was further explained in (Frooman, 1999) work that developing stakeholder concept for the strategy literature. He defined stakeholder relationships in terms of both influences and responsibilities. He described these factors in as bi- directional: the firm towards its stakeholders and stakeholders towards the firm. He also addressed the difficult challenge of deciding whom a firm should include as relevant stakeholders in decision-making processes. The author concluded by outlining ways in which a firm can deal more effectively with stakeholders, with an emphasis on open communications, consultation and increased interactions. Perhaps his most important insight, from the perspective of where the field of strategic management has evolved. In current practice, the common understanding is that stakeholders can be used as active participants in strategic decisions.

In wider sense, a stakeholder is anyone who can influence the success of an organization (Freeman, 1984, 43). This involves the competition, potential consumers, and public interest groups. From a narrow sense, a stakeholder is anyone involved in the management and the function of an organization such as employees, suppliers, and shareowners (Freeman and Reed, 1983; Freeman, 1984). Whatever the precise definition of a stakeholder is or can be, an organization, or a firm, is seen in the center of the stakeholder thinking (Mitchell *et al.*, 1997). The concept highlights the fact that companies have constant interactions with different stakeholders (Retolaza, Ruiz, & San-Jose, 2009). The stakeholder concept and *approach* have intended to enlarge managerial visions of the importance of stakeholders in a company environment so that instead of traditional shareholder profit maximization also the interests of stakeholders are to be taken into account in decision-making and strategic planning. The stakeholder *theory*, in contrast and more precisely, has intended to identify which stakeholder groups require or deserve attention from the company management (Mitchell *et al.*, 1997).

Various streams of literatures identify stakeholders as either primary, critical to the success of the organization, or secondary, instrumental or influenced by the industry ((Sautter & Leisen, 1999). Stakeholder theory's principal idea is that the success of an organization is linked to the degree of how well the organization succeeds to manage its relationships with various stakeholders (Freeman, 1984). Stakeholder theory is seen as a pluralist conception of society where multiple interest groups are identified and their needs and relative welfare considered (Cooper, 2004,5). The stakeholder theory can be used in three different aspects to serve

normative, descriptive and instrumental objectives (Donaldson & Preston, 1995). When the theory is used in normative way, it tries to identify stakeholders according to their interest on the corporation, whether or not the corporation has any interests towards them, and the interests of stakeholders have intrinsic value. When the theory is used in a descriptive way, it offers concepts and language to describe and understand the corporation and defines the corporation as a constellation of cooperative and competitive interests bearing the same intrinsic value. The use of theory in instrumental way links the corporate performance as a result of stakeholder management and the stakeholder management process itself.

While there is no general accepted definition of stakeholder, the project is required to identify its stakeholders in order to address a set of stakeholder objectives. The decision therefore about how to define stakeholder is consequential as it affects who and what counts in the process (Mitchell *et al*, 1997). This study opts the broader definition of stakeholder as most precisely given by Freeman (1984,46) as any group or individual who can affect, be affected or perceived itself as affected by the set of project activities. Special attention is given to the interests and well-being of those who can assist or hinder the achievement of the project objectives is the central admonition of stakeholder theory (Sweeney & Coughlan, 2003).

The research looks broadly at the general stakeholder management framework but the main emphasis is the degree of engagement, which assists to answer the current problem in wind power projects. Different tools including stakeholder management frame and stakeholder engagement strategy was applied. Stakeholder engagement tool was developed and applied.

2.1.1 Multi-stakeholder collaboration

Multi-stakeholder collaboration has caught the interest of numerous studies mainly due to its alignment with sustainable development to address societal and environmental issues (Kuenkel, 2019). The literature defines multi-stakeholder collaboration in many different ways using different terminologies and depending on the context (Glasbergen, Biermann, & Mol, 2007, 239). Such collaborations terminologies are listed in Table 1.

Table 1. Different Terminology related to the context of multi-stakeholder collaboration

Terminology	Author
Multi-stakeholder platform	(Turcotte & Pasquero, 2001)
Multi-stakeholder consultation	(Biermann, Chan, Mert, & Pattberg, 2007)
Multi-stakeholder Governance	1 Fransen, 2012
Multi-stakeholder Initiative	(Pattberg & Widerberg, 2016)
Multi-stakeholder learning networks	Calton & Payne, 2003
Multi-stakeholder regulation	(Albareda, Lozano, Tencati, Midttun, & Perrini, 2008)
Multi-stakeholder partnerships	(Austin, 2000)

In the context of this research paper, collaborations including multiple (i.e. more than two) stakeholder groups for solving a common complex problem, is the area of interest. And more specifically, the focus is on multi-stakeholder collaboration related to wind power projects, the development and implementation of wind power has become subject of criticism and inefficiency collaboration among actors has become one of the most prominent factor.

The original design of the stakeholder collaboration was developed from stakeholder network that was consisted of a spoke-and-wheel model where the company was seen in the middle of the representation surrounded by different stakeholders (Freeman, 1984). The traditional approaches taken by companies to ‘manage’ their relationships with stakeholders have reflected the mechanistic worldview that has dominated society’s way of thinking since the industrial revolution (A. C. Svendsen & Laberge, 2005). In a mechanistic world, firm behave like closed systems that are independent of their operating environment, and aims to control relationships with internal and external stakeholders to achieve their own objectives (Andriof, Waddock, & Waddock, 2017). The company is at the center or hub of a number of bilateral relationships and engagements to the external environment. A network perspective can offer advantages since different stakeholder groups influence strategies differently (Vandekerckhove & Dentchev, 2005).

The term multi-stakeholder collaboration is the common ground behind these different terms (Kuenkel, 2019). It can be defined as the attempt to solve problems collaboratively, or jointly drive change for the common good, across the boundaries of societal sectors and institutions (*Ibid*, 2019). In Ayala-Orozco et al (2018), it is referred to as the interactive process in which actors with diverse points of view work together, implementing collective action, and sharing risks, resources, and responsibilities to achieve common goal. Hence emerged as a response to the complex challenges ahead (Kuenkel and Schaefer 2013; Lozano 2007).

As part of their stakeholder management activities, companies identify issues to be discussed with stakeholders and then decide which individuals or groups to involve based on an assessment of their power, legitimacy and the urgency of their claims (Mitchell *et al.* 1997). Svendsen and Laberge (2005) also argue that traditional corporate stakeholder engagement methods cannot solve cross-boundary, interdependent and complex situations. Instead, these complex situations need a systems approach for problem solving. ‘Systems thinking’ is a way of understanding how things relate and influence each other, and it is all about interdependence, and seeing the whole picture rather than concentrating on the separate parts (Jackson, 2003). Systems thinking view of stakeholder network describes the network as an interactive space with multiple set of stakeholders (Figure 2). The stakeholders in these networks share a complex and co-dependent problem and have a need to talk about it (Calton & Payne, 2003). Systems thinking is fundamental to the new role of network convenor in set of stakeholders.

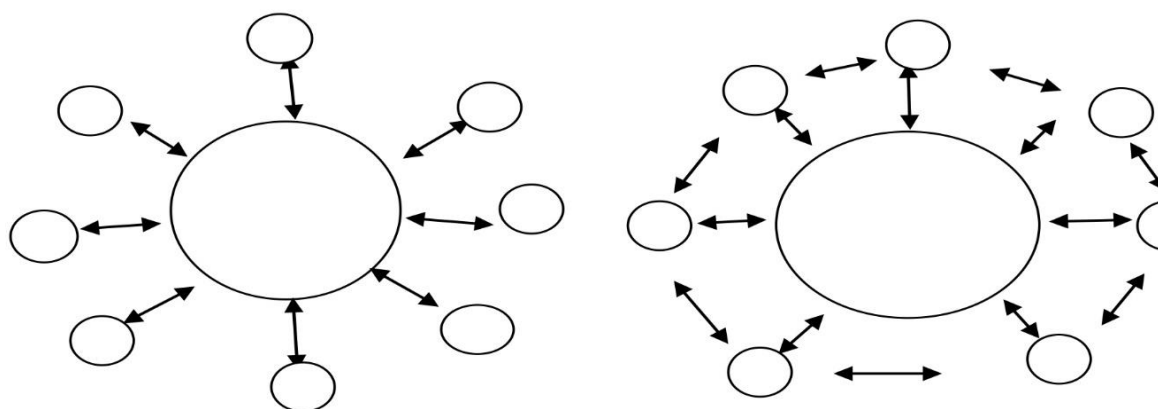


Figure 2. The difference between perspectives in research is illustrated in two principle figures of a traditional organization-centric stakeholder model (on the left) and a systems-thinking view of stakeholder theory (on the right) in accordance with Svendsen & Laberge (2005, 97).

Stakeholder network a system view is more than bilateral relationship but an organization that exists in a symbiotic and interdependent interaction with external environment (A. Svendsen, 1998). Generally, stakeholder thinking has transformed from management of stakeholders to networks and relationships with them (Andriof & Waddock, 2002). What differentiates stakeholder collaboration from other groups are system of networks where actors from each setting provides platform for learning through consultation processes.

2.1.2 Networks and Consultation in Multi-stakeholder platform

Roloff, (2008, 32) suggested that multi-stakeholder networks cannot be solely defined through their business participants, rather are networks in which actors from civil society, business and governmental institutions come together in order to find a common approach and solution to an issue that affects them all (Figure 3).

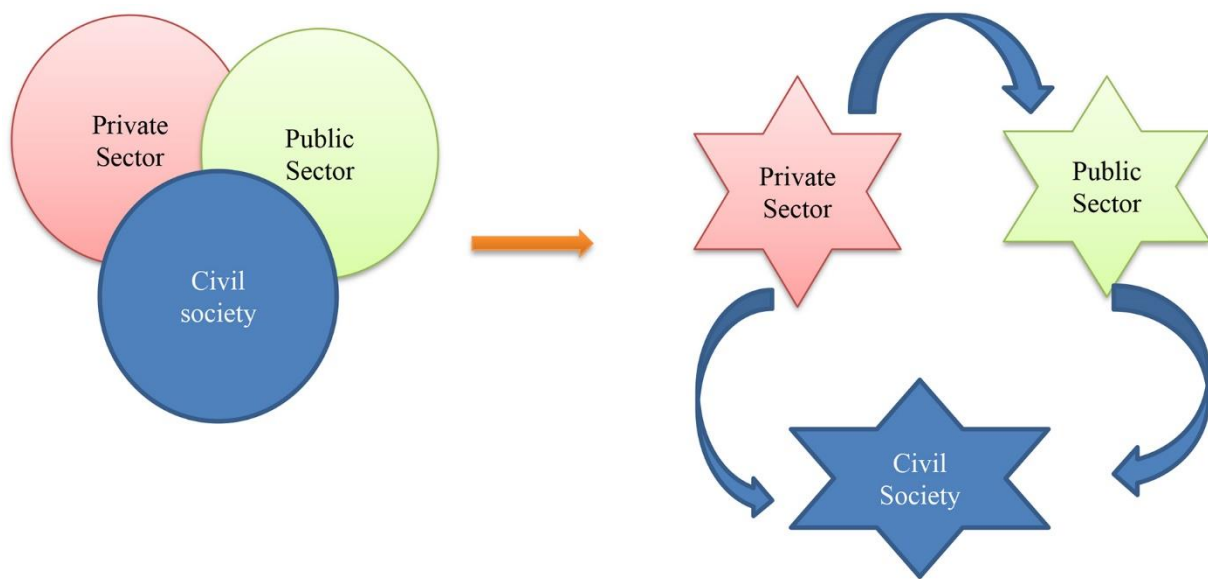


Figure 3. Stakeholder networks as tripartite (Roloff, 2008b, 43, with modifications by the author).

Multi stakeholder network holder is wider than just three actors, it is often linked to larger-scale projects, always including multiple partners and sometimes even handling complex issues (Murray, Hudson, & Haynes, 2010). In context of large complex projects, multi-stakeholder collaborations understood to be networks in which actors from civil society, business and governmental institutions come together in order to find a common approach to an issue that affects them all (Roloff,2008).

2.1.3 Multi-stakeholder engagement in collaboration

Although stakeholder engagement has been recognized as important in project management, scholars have not reached common understanding about what stakeholder engagement means or what should be the characteristics of effective engagement (Hemmati & Hohnen, 2002). In various literature like Freeman *et al* (2007, 311) new narrative of capitalism, stakeholder engagement is one of the several principles for realizing stakeholder capitalism “to successfully create, trade and sustain value, a business must engage its stakeholders. However, it does not indicate specific aspects about how to engage, who are the stakeholders and at what extent which are the most common questions. However, Greenwood (2007) describes stakeholder engagement as set of activities and practices that the organization undertakes to involve stakeholders in a positive way in organizational planning and operations. This definition has

reinforced the emphasis on the positive nature of stakeholder engagement for creating values with benefits to both the organization and the stakeholders.

Stakeholder engagement is often seen as trust-based, dialogue that involves consultation and interactive processes between organization and its stakeholders. It differs from stakeholder management which is more one-sided process and serves more for company interest by identifying stakeholders, determining their importance to the company and then managing them appropriately (Curzon, 2009,273). The (Hemmati, 2002) also differentiates between active and passive involvement of stakeholders' role in the company's activities and further elaborates engagement for risk control and for collaboration. Stakeholders are seen as risk to traditional management, but they are currently viewed as active collaborators and partners to create opportunities for organization (Hemmati, 2002). Therefore, stakeholder engagement put more emphasis on the equal status between business and multiple stakeholder.

2.1.4 The process flow of stakeholder engagement

Organizations can no longer choose if they want to engage with stakeholders or not; the only decision they need to take is when and how successfully to engage according to Greenwood (2007, 315). Stakeholder engagement is premised on the notion that those groups that can affect or are affected by the achievements of an organization's purpose should be given the opportunity to influence and input into the development of decisions that affect them (Sloan & Oliver, 2013). The engagement based on collaboration with stakeholders can create more opportunities in terms of learning, innovation and fundamental corporate transformation, compared to the traditional and common practice of controlling (Dawkins, 2014). As with any other business process, the process for engagement should be systematic, logical as well as practical. Sutterfield, Friday-Stroud, & Shivers-Blackwell (2006) provides seven steps in a continuous and dynamic stakeholder engagement processes that describes engagement from the starting point of planning and identifying objectives through to post monitoring and evaluation (Figure 4).

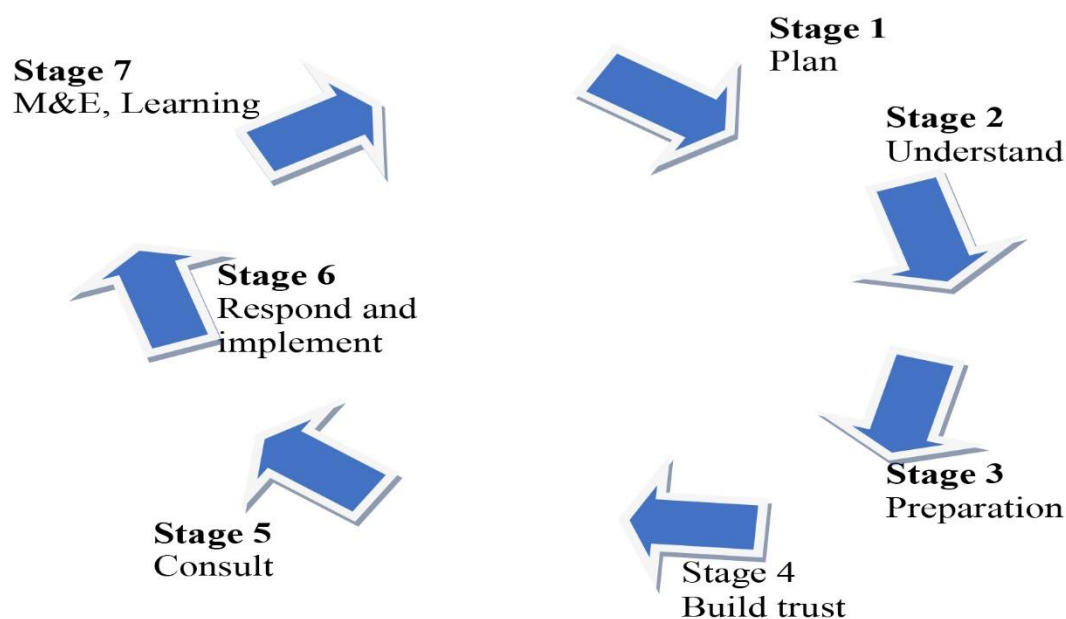


Figure 4. The flow of stakeholder of stakeholder engagement Sutterfield, 2006, 9 modified by the author.

The terminology of stakeholder and stakeholder engagement has become increasingly common parlance in international business circles in the last decade, particularly with regard to social

and environmental performance (Harrison & Wicks, 2013). Engagement should be regarded as any other business project planning process, with adequate analysis, preparation, implementation, reporting, evaluation and follow up. The ideal stakeholder engagement process should be an iterative process, allowing engagement to benefit from diligent planning, thorough reporting and the application of learning because of appropriate evaluation and monitoring.

Stage 1, planning: Identify your basic objectives, issues to address and the stakeholder's priorities as relevant to the organization.

Stage 2, understand your stakeholders: Identify the urgency stakeholders feel for their issues, the legitimacy of their needs and the power they have to influence the organization. Understanding stakeholders interest and needs and how this are related with organizations' wants and needs stakeholders. Having an understanding of stakeholder's motivation, objectives and issues, and which of those are shared between both organization and stakeholders, will help with profiling the priority stakeholders. The common stakeholder engagement techniques are based on an initial segmentation of stakeholders. It is presented below in the Mitchell, Ager and Wood model from 1997 (Figure 5).

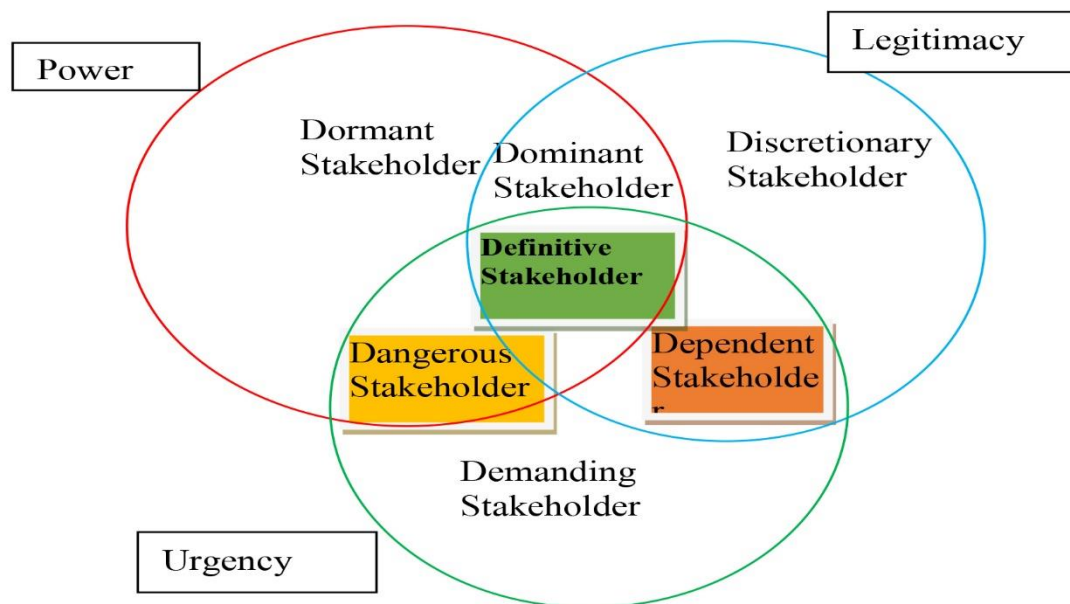


Figure 5. The theory of stakeholder identification and salience (Mitchel et al, 1997, 872).

Mitchell *et al.* (1997) states that a stakeholder group has *power* when it can impose its will on the firm, especially through the control of resources, while legitimacy *implies* that a stakeholder group reflects the prevailing opinions and norms of society. *Urgency* is characterized as stakeholder sensitivity to the response time of managers. This classification can help to assess with whom an organization should engage with.

Stage 3, preparing internally to engage: Dedicate appropriate time and resources to identify possible commonalities between your organization and the stakeholders – to identify possible ways into dialogue and win-win situations. Agree the commitment your organization will give to stakeholder engagement and the process, which may mean building the business case and identifying internal advocates (Bryson, 2004).

Stage 4, building trust: Different stakeholders will come with different levels of trust and willingness to trust others. Organization should be aware of this. Therefore, adapt to the level of trust present and needed.

Stage 5, consultation: an overall success assumes the following in consultation:

The practicality of consultation includes personal interviews, workshops, focus groups, public meetings, surveys, participatory tools and stakeholder forums and panels.

1. Fair representation of all stakeholders, not only direct ones.
2. Be responsive by providing information and proposals that respond directly to their interest previously identified, not just information responding to your internal objectives and goals.

The consultation process should be material to the organization's key economic, social and environmental objectives.

Stage 6, respond and implement: Decide on a course of action for each issue agreed upon – understanding possible stakeholder reactions to your proposal will help you to develop a more successful plan of action.

Stage 7, monitor, evaluate and learnt: Knowledge management is critical for capturing information and sharing what is learned. Transparency of the process is greatly aided by accurate documentation, especially if your organization reports on stakeholder engagement and consultation.

2.2 Stakeholder collaboration in Wind power planning

In Sweden, stakeholders especially local community have quite legal rights to participate in both land use planning and in handling of environmental applications for the wind power project (Swedish energy agency, 2001). Within the wind power planning, there is no legal requirement to involve stakeholders. However, the so-called municipality veto gives rights to the community to reject the project. Moreover, stakeholder participation is often recommended by national and regional authorities in order to avoid conflicts and possible rejection of the project (*Ibid*, 2001). Ling *et al* (2002) emphasizes on importance of cooperation and collaboration among different stakeholders in wind power planning. The main reasons given are; the possibility to identify wider public opinions, the ease of sharing information, develop expertize knowledge and furthering of legitimacy.

Stakeholder collaboration is also considered to improve planning in terms of acceptance and ability to generate public support, and at the same time, it promotes social justice and sustainability of the project and external environment (Healey, 1993). However, developer companies have long been not considering collaboration as a crucial factor in success of their projects. Contrary, stakeholders were involved in project implementation, and this bears risk that stakeholders may obstruct project (Ling *et al*, 2002). The current wind power industry empathizes on increased stakeholder participation. However, the goals, methods of engagement, and targeted stakeholder groups differ widely. It varies from informing large groups within local community to building long-term partnerships with specific but common interest (Irvin *et al*, 2004). It seems, however that, stakeholder groups are more diverse than just local community. The actors seen as stakeholders of wind power projects are those actors that directly influence the outcome or development of project, ranging from NGOs, community to government stakeholders (*Ibid*, 2004).

This way of conceptualizing stakeholders in wind power planning might increase the possibility to involve the targeted stakeholders and can ease stakeholder identification. On other hand, this way may exclude un-organized group of stakeholder in the region who might not be viewed as directly involved in the project (Few *et al*, 2007). From this discussion, one can also make remarks on the way the stakeholders think themselves as involved in the project. From the stakeholder perspective, collaboration and level of engagement have different meaning from information to partnership. Participation can be one way where developer companies come with information about the project or can be collaborative where consultative meetings can be held as part of project planning. In addition, the latter comes with sharing of responsibility to achieve common objective. This type also brings in sustainable solution to complex problems (Ibid, 2007).

Therefore, with stakeholder perspective, collaboration in later stages of the project are similar to no collaboration and one-way communication is seen as chain of command. Collaboration is often successful if stakeholders are seen as facilitators in solving complex problems to allow smooth implementation of project activities. Bilateral collaboration is seen as important step approach in wind power planning to achieve common objective. Moving from project-based interaction to more strategic collaboration through creating stakeholder forums and open dialogues throughout the project life cycle is the reason why some wind power projects fails to achieve their goals (Irvin *et al*, 2004).

2.3 Legitimacy theory of a firm

Legitimacy of the project or a firm theory posits that organizations continually seek to ensure that they operate within the bounds and norms of their respective societies (Dowling & Pfeffer, 1975). This theory describes perception of stakeholders including society, in this particular project towards wind power companies, which reflects the need for the windmill companies to create conducive operational environment. Legitimacy is a general perception or assumption that the actions of the firm are desirable, proper, appropriate and useful within some socially constructed system of norms, values, beliefs, and definitions (Greenwood *et al*, 2008).

Legitimacy of a project or a firm is based on three dimensions (Greenwood *et al*, 2008). The first is the perceptions of beneficial outcomes from the project and its behavior, the second is project's compliance with unconscious, taken for societal expectations (cognitive legitimacy), and the last dimension is moral judgment that is based on an argumentative process (moral legitimacy) in which it is judged discursively whether an activity is "the right thing to do."

Stakeholder engagement and legitimacy are two non-separable concepts; involvement of multiple stakeholders is widely seen as a sign of legitimate of the project. If the engagement is effective, trust will be fostered and actions of the project are seen as social and morally right. Wind power projects often seeks to justify their actions that have long been subject of dispute.

2.4 A conceptual framework

The framework describes the interdependence between the concepts, theories, strategies and tools. In the next chapter, these models, concepts and theories are used to analyze the data. Stakeholder collaboration is at the center of this model. One could suggest that there are various reasons for a company to engage in collaboration yet, there are few main factors and the most commonly stated reason for joining these collaborations is something unique. Many contemporary social issues require partnerships across sectors and necessitate public and private actors working together (Osborne, 2000). However, in this model, legitimacy, external influence, power strategic management were mentioned to be the main reasons for a company

to engage in multi-collaboration. Figure 6 provides conceptual frame to understand the interdependence.

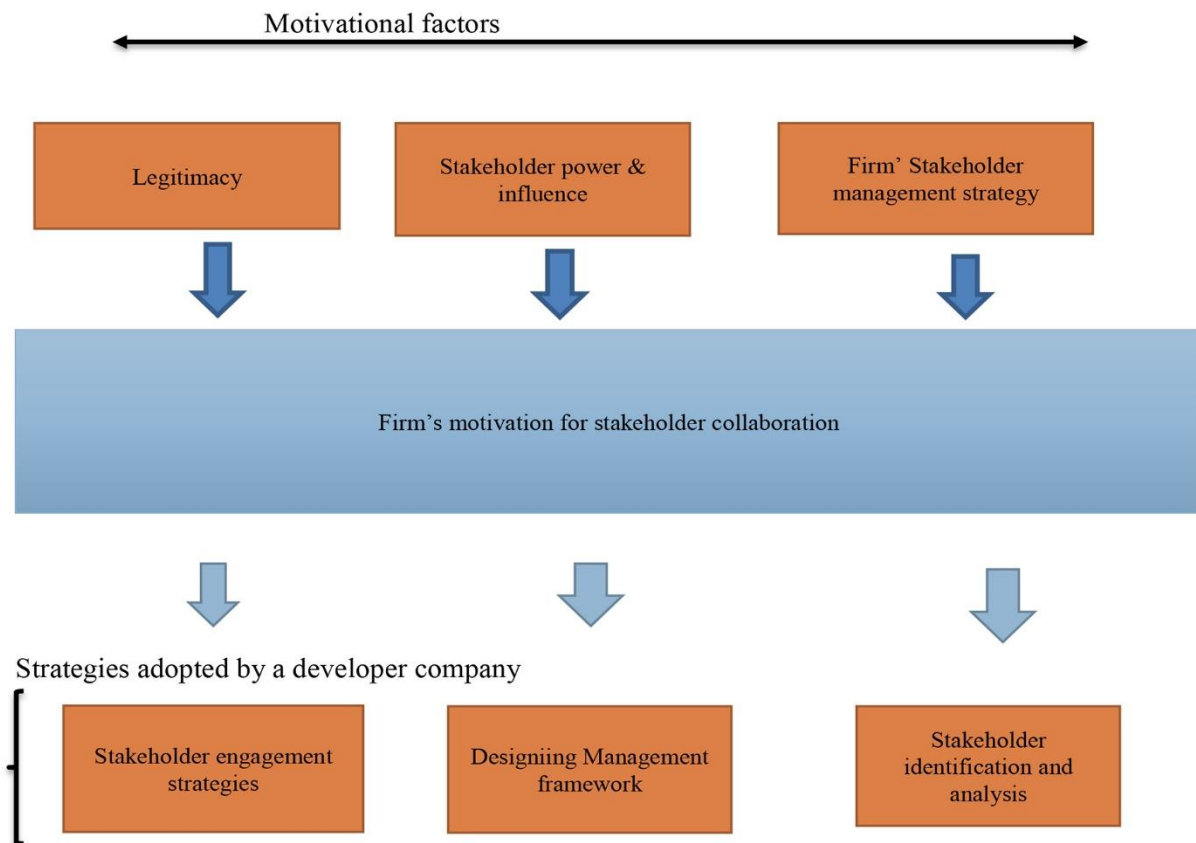


Figure 6. A conceptual framework for the project (Motivational factors for a company to engage in multiple networks).

The Figure 6 demonstrates the most prominent motivational factors for the developer company to engage in multiple collaboration. According to (Kimiagari *et al* , 2013). The modern stakeholders have less trust in authority than ever before, and want to be directly involved in decisions that affects their interest. Then, this has exerted pressure on companies that are directly or indirectly intervenes in their interests. Individuals and organizations want to be engaged in meaningful ways, at appropriate times, at varying levels and in ways that they can influence (Svendsen & Laberge, 2005). Arguing from the organizational view, the conceptual framework describes a firm as center of bilateral relationships. Then, as part of their stakeholder management activities, companies identify issues to be discussed with stakeholders, and then decide which individuals or groups to involve. As the part of their strategic management and to achieve social license hence legitimacy (Mitchel *et al*,1997). Therefore, this framework explains the factors that pushes the company as convener to engage in collaboration both the company strategy and pressure from the stakeholders are the push factors and strategies taken by a developer company as response from the pressure, power and legitimacy are presented on the bottom of the framework.

The Figure attempts to show the prominent factors that motivates the developer company to create networks, and how the engagement is done. The figure responds to the main questions of this research study. The model is aware that Developer Company in wind power industry is at the center of collaboration. Companies are responsible for relationship with external stakeholders and typically function as gatekeepers and benefactors. Their role is to buffer the external environmental of company with stakeholders (Svendsen & Laberge, 2005).

Gatekeepers identify legitimacy, power and urgency of the external stakeholders and ensure that appropriate actions are taken. Under stakeholder theory, legitimate stakeholders are really valuable to gain social base in society. Powerful and influential stakeholders matters most for a company to continue its existence. Company is at risk of losing legitimate and stop its operations if it fails to harmonize their actions with stakeholders (Mitchel et al, 1997).

Furthermore, model 7 illustrates the strategies actions initiated by the company after considering the need for collaboration based on previous facts (legitimacy, power, influence and management). The strategic actions depends on the motivational factors. However, the strategic action is designing engagement strategies, designing management framework and need for identification of who stakeholder in first hand. The developer company's focus is both long-term and short term success of the company. Therefore, its duty of the company to find out various strategies and solutions to engage with stakeholders to avoid future misunderstanding.

With this conceptual frame, one can clearly identify stakeholder conditions for wind power planning, the motivations and how the engagement as the primary initiative of the company. The Framework enables analysis in that, the relevant push factors that motivates Svevind to consult various stakeholders are identified on the top of the model. Svevind consults different stakeholders depending on the most significant factor. Since the factors are dynamic, more than one factor can push the company to engage in collaboration. One example is that Svevind can consult local community due to the power factor, this is through the community power through the municipality veto or the company can consult citizen to gain social base through legitimacy.

3 Method

Making choices is part of every research project, and it always has attached tradeoffs. It is sometimes difficult to establish from qualitative research what the researcher actually did and how he or she arrived at the study's conclusion (Bryman, 2008,392). This chapter explains the choices made along the research procedure and provides the ground for understanding the choice of approach, methods and cases used in the study processes to ensure a transparent and rigorous research process, and to show the external validity aspects of the study. The chapter used literature review, case study and multiple interviews with relevant stakeholders.

3.1 Research Approach

To link the research philosophy to the particular approach and to close the gap between the problem and theories, both the deductive and inductive approach have been applied in the study (so called abductive). According to Saunders *et al* (2019), this approach means that the researcher develops a theory and hypothesis and put forward a research strategy to test the hypothesis while in the latter, the researcher collects data and develops theory as an indication of data analysis.

As the involvement of different players in both development and implementation of wind power projects has become popular discourse especially regarding sustainability of renewable energy projects, inductive reasoning is more emphasized on throughout the discussions in the research project.

Then, the data collected was of qualitative nature and the researcher used content analysis to analyze the set of information provided by stakeholders. Content analysis is the technique used to make replicable and valid inferences by interpreting textual materials. By systematically evaluating texts (Hsieh & Shannon, 2005). The content analysis involves explaining the relationships between two or more concepts. one concept is viewed as having no inherent meaning and rather the meaningful text is a product of the relationships among different concepts. one of the most usefulness of content analysis is direct examination of communication using text, when used after interviews, it provides insight into complex models of an individual thought (ibid, 2005). In analysis of semi-structured interviews with stakeholder respondents, research analyzed the materials using content analysis and referring to the unit of analysis. The unit of analysis in this case is consultation. The aim was to attain a condensed and narrow description of the multi collaboration concept in well and clearly defined way.

Different sources of information have facilitated the better understanding of the research study.

The research consisted of three streams of data source:

- A literature review to provide the basis for theoretical background related to the analysis and management of stakeholders, the relevance of the stakeholders in a project management context, and the application to issues concerning wind power planning.
- A search and review of industry-specific secondary data sources, such as governmental policy documents and case studies of wind power projects and developer companies in connection to the consultation and management of relevant stakeholders (From internet and library articles).
- Interviews with numerous stakeholders in the wind power industry with experience in partnership management and working in multi-stakeholder environment.

3.1.1 Case study

A case study is an approach that focuses on understanding the various phenomenon within a single context (Dubois & Gadde, 2002). Case study can be applied in many different ways. It could be, for example a study of an individual person, a group or an entity (Robson, 2002). In a case study approach, the researcher collects information about the case by typically using multiple data collection techniques over a given period of time (Yin, 2014). A single case can help provide a more depth and understanding of the phenomenon in the context, then if multiple cases were used (*Ibid*, 2014). Case studies can accomplish many different objectives, for example it can be used to develop theory, test theory or to provide descriptions (Doz, 2011). A case study should be considered important when the focus of the study is to answer “how” and “why” questions and when the boundaries between phenomenon and context are not well defined (Baxter and Susan Jack, 2008). The case study approach is flexible in methods of accessing information and the data can be collected using a combination of different data collection techniques (Dilshad & Latif (2013). Such as interviews, personal observations, and external or internal documents (Bhattacharjee, 2012). However, there are number of critics raised towards the case study design due to the possibilities of the researcher being influenced by the participants in the case study (Yin, 2009). To get rid of any bias, the research has taken the latter into consideration throughout the data collection processes to actively avoid biases. However, it is impossible to be completely objective (Bryman, 2004). A case study design was selected to be used because it allowed the researcher to use a combination of data collection techniques and many other sources of evidence in order to gain deeper understanding of the subjects that are still unmapped or that have gained little attention.

The case of Svevind is chosen mainly because, Svevind's Markbygden projects is the largest in Sweden and Europe, it involves collaborating with different stakeholders that are directly affected by the project such as Sami Community, forest owners, farmers, hunters or those that are indirectly affected like Non-governmental organizations and municipality. The project involves erection of very large wind turbines that are subject to noise pollution and covers large area of land that was traditionally for foresters, farmers and partly for reindeer herders as well being home for biodiversity. Another reason is that, various companies in Sweden that are engaged in wind energy either in development, Construction and operations or in combination of both. Many of them are operating in southern Sweden but Svevind being one of the biggest companies and operates in different parts of Sweden has taken the initiative to operate in Pitea kommun, Norrbotten county, a place known to have Sami population.

This is in spite of the claim by Hinshelwood & McCallum (2001,89) that, greater emphasis on community engagement at all levels in the development of wind energy represents a strategic move and is both ethically important and cost-effective in the long term goals of the project. Then, the study of multi-stakeholder collaboration is well suited in wind power planning projects. Stakeholder Groups acts as focal point for discussion and consultation through the planning and implementation of wind project in any given area, the involvement of the group provides representation of their primary interests within the plan frontage, ensuring consideration of all interests during review of issues. Therefore, collaboration in the form consultation is unit of analysis of the study. Consultation of the group offers a more participatory process in the planning and day-to-day operations. This group can be involved through meetings/workshops and stakeholder forums.

Therefore, using specific case study of such big company like Svevind and the relevant stakeholders will provide in depth knowledge regarding stakeholder's collaboration in other wind power projects. Though the stakeholders might differ in different context depending on the interest of local groups and organizations but the concept of collaboration will remain the

same. When looking at the study, it is more relevant than using many case companies and there by getting only shallow key stakeholders and their interests.

Furthermore, in using case study with key stakeholders, it has given researcher a space for conducting semi-structured interviews with each stakeholder which would have been impossible with many case companies.

3.1.2 *Justification of the case and the unit of analysis*

In this research project, case study was chosen which is a “comprehensive research strategy” according to Yin (2003). The author suggested that case study method should be used when the subject of study is highly related to the context.

For the purpose of this study that involves multiple actors ranging from individual, groups, associations and society at large, a case of the company that is engaged in wind power was chosen. When identifying possible cases, the researcher should select the case units by using purposive sampling process as opposed to other sampling procedures. Those cases that are perfectly appropriate for the nature of the research questions should be selected (Bryman, 2004). And if the study involves the use of interviewing methods, it is also vital to select the interviewees based on their personal connection to the issue that is being studied as well as their willingness to participate in the study. The interviewees should not be selected based on accessibility or mere convenience (*Ibid*, 2004).

Wind power developments, most especially on-shore, are amongst the most technically proven and commercially viable renewable energy technologies and its prospect is considered potential over the coming years (Centre for renewable energy et al, 2007). Despite its proposed benefits and advocates, the realization of any wind power project is a hazardous and uncertain activity and entails the interaction between multitudes of different actors (Rönnborg, 2006). It is not well recognized that achieving successful implementation of renewable energy projects needs the smooth collaboration with multiple (Broome *et al*, 2014) in Hinshelwood & McCallum, 2001, 13).

Szarka (2006) declares greater emphasis on community involvement at all levels in the development of renewable energy gives a strategic step and is both ethically useful and cost-effective in the long-term goals of the project. Then, the study of multi-stakeholder collaboration fits in wind power planning projects. Interest groups acts are subject to discussion and consultation through the planning and implementation of wind project in any given area, the involvement of the group provides representation of their primary interests within the plan process, ensuring consideration of different interests during review of issues. Hence, collaboration in the form consultation is the measure of collaboration dynamics. Consultation of the group opens a room for more participatory process in the planning and daily operations. The group can be involved through meetings/workshops, sending information and any other way of communication.

3.2 Research design and delimitation

The research is based on the case on Svevind solutions AB and its collaborating partners, the company has facilitated the data collection. The case based study helped the researcher to achieve increased knowledge about the subject multi collaboration that involves company and various stakeholders that probably would have been more difficult to measure without central convener. Nevertheless, the information provided by a single company might be one-sided depending on companies’ business and management model. This might have forced the data access into certain directions since the company decided what information they wanted to share

(Robson, 2011). And particularly, in this case, Wind power projects have become a subject of debate, then companies are more reluctant to disclose their management and operational procedures.

3.2.1 Theoretical and empirical delimitation

The choice of a theoretical framework is an important part of the research and it has a major influence on the further analysis of the results. It also works as assurance that the research is in line with other researchers understanding of the subject (Robson, 2011). As there are other many limitations in the research paper, so it is in theoretical framework. Theoretical framework has mainly focused on multiple collaboration that based on stakeholder theory and legitimacy.

The frameworks help to explain what triggers Svevind to engage in multiple collaboration and describes outstanding factors such as management strategy, stakeholder influence and pressure as well as need to legitimize its existence and social license to operate. A stakeholder theory describes the stakeholder network as a living system; it is more than the sum of its parts. Company as a convenor see itself as existing in a symbiotic, interdependent relationship with its external operating environment (Svendsen 1998; Andriof and Waddock 2002). Then, this view suggests, therefore, that the long-term sustainability of the organization depends on the well-being of the social and natural systems in which it is embedded (Post, 2002). Legitimacy determines the social acceptance of businesses and their conduct by the society. It is understood as a social construction and therefore, derived and operated through social interactions. This makes the perception of legitimacy subject to change (Jost & Major, 2001). Legitimacy was considered the driver for engagement in multi-collaboration to gain social license to operate.

However, there are number of theories that was not included in the conceptual frame and have they been used, probably research would have given different results. The good examples are organizational theory and participatory planning, the former its principles are applied in attempts to make businesses operate more effectively, through creating networks and engaging with community. The latter can be applied since wind power planning involves various organization and institutions, then participatory approach can explain the need for company or local government to involve partners.

Wind Power project was selected basically due to the recent criticism that was targeted to the companies (Nordic energy report, 2012). Most of the critiques point to violating rights, destroying biodiversity, altering landscape and pollution against the will of other actors. High wind energy potentials are particularly correlated to exposed terrain, higher altitudes and mountainous regions. However, these high Alpine landscapes are strongly associated with conserved nature, cultural identification and space for recreational activities (The effects of wind power on human-interest report, 2013, 32). Particularly for northern Sweden, it is severely complicated by the pronounced ethical, ethno-political and constitutional difficulties arising, as the proposed wind power projects collides with the land use interests of the indigenous Sami population. Although the legal status of Sami land use rights in Sweden is still rather unclear and is the subject of a number of high profile court cases (Reimerson, 2016). Further delimitation has also been communication between the research and interviewee in which language has become barrier at point, and potential message could have been distorted or lost original (Waldo, 2012) meaning.

3.3 Data collection

Collection of information and evidence is the backbone of research strategy and the essence of empirical research relies on the collection and accumulation of evidence to support the findings (Wong, Ong, & Kuek, 2012). Several approaches to the collection of data are available to researchers and the choice depends upon the research strategy that is followed as well as the research question itself (Alshenqeeti1, 2014). This research study focused on qualitative information. In addition, the information was available through the primary data. Primary sources related to the data that were collected by going directly to the one who gives the information. In this particular case, interviews were conducted with project manager of wind power project and relevant stakeholders. Secondary sources were obtained secondary data from academic literature, industry related documents published on the Internet and websites of related stakeholders including developer company.

3.3.1 *Primary data*

The primary empirical component of this research project is the interview with wind Power Company that primarily develops and operates wind turbines and company' collaboration system. Interviewing involves questioning or being engaged in conversation and discussing issues with people. It can be very useful technique for collecting data, which would likely not be accessible using techniques such as observation or questionnaires as it brings out emotional part of a given response (Giddings & Grant, 2006). For this research project, semi-structured interviews were conducted using an interview guide when doing the interview (See Appendix 1). For the stakeholders representing state at local level in this study referred to as Piteå Kommun both semi structured live interview and email was used to collect more information. This is due to the fact that municipality acts as regulator and convener of all actors in wind power projects. Semi structured live interviews were used since it gave the interviewer greater freedom than in a structured interview in accordance with Bryman (2004) and Robson (2011). This flexibility made it possible to ask follow up questions. The new discussion subjects that could not be predicted would occur during the interview was discussed about; the most prominent of them was technical part of wind energy project. In addition, how this strong technical system enables the companies to engage in more collaboration due to the high demands of expertise. This way there is a room for flexibility to change the order of the questions depending on the flow of the conversation and to probe particular issues more as well. This approach allows flexibility for the interviewers to explore all areas of interest and gives opportunity for the interviewee to discuss specific issues that they think are particularly important, since this study is very sensitive to both company and the municipalities because of previous media attention it had raised during the course of implementation. The purpose of the interview is to get insights into the opinions and experience of the interviewees in relation to the broader research area.

Telephone interviews and a couple of email conversations were also used as information sources since it was easier to get into contact with actors, that might had an intensive schedule through that kind of communication tools. The formulation of questionnaire based on the research questions and grounded on the previous knowledge including literature review and industry related documents such as policies and best practice guidance in wind power industry.

The interview with the wind power company was aimed at obtaining information on three main subject area. The first area is to gain an understanding of who they think are stakeholders and

to identify procedures or strategies chosen by the company to engage stakeholders. The second part is the stakeholder consultation process involving the respondent's recommendations of key principles in engagement process, methods and practical examples about how and how often the process is carried out. The third part is to explore how important and motivation behind the company's need to engage in consultation processes. Other different stakeholders like NGOs and associations were contacted purposely to gain information about the state of collaboration. Moreover, to identify if, consultation was considered important to achieve common goals with the wind power companies.

The study aimed at gathering numerous information from various stakeholders but due to the limited time, resources and tight schedule for the respondents the research has managed to select few stakeholders. However, municipality being at the center of development and implement of wind power projects, they have shared a lot of information in regard with consultation process and how it is practically done.

In reference to the Table 2 below for a list of the successfully interviewed respondents.

Table 2. List of interviewed respondents

Name	Position	Company/Organization	Interview Method and date/2019	Validation/2019
Per Olofsson	Project Manager	Svevind solutions AB	Email 02-15	02-15
Andre Sjöström	Operations Manager	Svevind solutions AB	Email and face to face	03-19
Stefan Lundmark	Officer in Charge of Energy	Pitea municipality	Email and face to face 02-12	03-18
Kristina Östman	Senior policy advisor	Swedish Society for Nature conservation	Telephone 03-14	04-08
Mårten Hjernquist	Ph.D. student and activist	Swedish Golden eagle association	Telephone 03-05	03-05
Lars-Erik Andersson	Piteå region leader	Hunters association	Telephone 03-25	04-09
Isak Isaksson	Expert nature conservation	Swedish society for nature conservation	-	-
Ruona Burman	Expert nature conservation with on Sami	Swedish society for nature conservation	-	-
Thomas Björnström	Energy office	Norrbotten county	-	-

The interviewed individuals of the company were high officials and have long been involved in wind power projects. These individuals are familiar with the subject area that is studied about. It is extremely useful to select the interviewees based on their personal connection to the issue that is being studied as well as their willingness to participate in the study (Bhattacharjee, 2012). Since the subject is very sensitive due to earlier experience, questionnaire was often beginning with questions that are related to the efficiency and prospects of wind energy in general in order to minimize biases that may arise due to the mistrust in researchers on the subject area. Robson (2011) and Yin (2009) recommended those kinds of questions that eliminates the risk for particular and biased responses. In research of this nature, the researcher should be aware about the possibility that the interviewee can tell the interviewer what he/she wants to hear or manipulate the interviewer (Yin, 2009). After interviews, manuscripts were sent back to the interviewee to verify the given responses and update if required. Smooth relation was left between the researcher and the respondents and communication was still open for any potential information researcher might find useful to clarify the fore collected data. The author used discourse analysis to analyze the data and extract useful information.

3.3.2 *Secondary data*

The research was undertaken to conduct the academic literature review to form the general theoretical framework for research project, and other more industry and research topic-specific secondary data sources that includes government policy documents, industry journals and best practice guides and related academic articles. The various secondary sources were selected based on the following limited categories:

- Literature on stakeholder identification and management and the wind power industry with focus on issues relating to wind energy-planning, consideration of the different groups as stakeholders, and approaches during the planning process prior to permit application and resistance by local community.
- Publications of policy documents from construction and planning authorities and industry practice guidance, mainly by wind energy in Sweden.
- Company websites, news articles and other online information on actual wind power development projects in Sweden and Europe.

Besides the above sources, a literature review articles, books, dissertations and other research reports that are connected to the research problem are identified, located and analyzed (Robson, 2011).

The following useful documents containing guidelines and recommendations for wind energy development were examined, primarily from the aspect of multi-stakeholder collaboration in the planning and operations.

- (i) The Effects of Wind power on Human interest: Synthesis report Swedish Environmental protection Agency
- (ii) Swedish wind energy association: Wind power in cold climates archive documents
- (iii) JRC Science for policy report: Social acceptance of wind energy
- (iv) European Wind Energy Association Practical Guidelines for Wind Energy Development (Europe)

With these official documents, different search terms were used to retrieve various information

related to the stakeholder theory, stakeholder collaboration and partnerships from different databases. In addition, the most common key word used was:

- | | |
|-----------------------------------|---------------------------------|
| (i) Multi-collaboration | (iv) Multi-stakeholder platform |
| (ii) Partnerships | (v) self-regulation |
| (iii) Wind power project planning | (vi) Multi stakeholder settings |

These key words were used in either alternative or combined form to get more information related to the topic. And almost, all the articles that were used had been published not beyond the past ten years, with updated information on wind power, which in itself is the new subject area that has attracted several academic attentions. The whole intention was to use research that was up to date since both multi-collaboration and wind power often are described as new research area, which could imply that there are constantly changes in the academic area.

3.3.3 Quality assurance

The scientific value of case studies approach has always been under great scrutiny (Flyvbjerg, 2006). which makes it crucial for a researcher to ensure quality and address this critique (Yin, 2013). One of the crucial objectives of a researcher is to attain validity and reliability (Robson, 2011). Assurance of quality can be created if the research subject is explained in an open and unbiased way, additionally, the researcher needs to use good researcher practices (Bryman, 2004). The researcher in this study was well aware of that, it is not possible to be completely objective (Bryman, 2004) but the researcher tried to act in good faith. Bias can be created when there is a close relationship between the researcher and the settings in which he/she operates (Robson, 2011). In order to avoid this, the research project used multiple sources of evidence and data collection technique such as telephone interviews, face-to-face interviews, secondary data, and peer-reviewed documents and perspectives of different actors in the wind power industry. With this source of evidence at hand, the level of bias is at the minimum and quality of information is reliable.

All the interviews were put on manuscripts and were sent back to the interviewees for validation. Since municipality is the center of wind power industry and involves in every activity, the researcher developed a close contact with the municipality official to gain more insight into the subject area and practically to understand the dynamics in wind power project in the region. A relationship that includes trust can be created between the researcher and respondents when the researcher spends a long time in a setting (Robson, 2011). The scope and boundaries of the research project are defined in research design to create space for analytical generalization, constant matching of data and current literature was chosen as the approach to ensure validity of the research project.

3.3.4 Ethical Consideration

Ethics defines interpersonal behaviors and highlights the importance of the quality of these interactions (Wilcox and Ebbs, 1992). The framework for this research project methods attempts to base the foundations on this concept. The researcher carefully considered the possibility of inflicting participants. Awareness was given to the fact that harm is objective and it can therefore be viewed depending on an individual (Bryman, 2004; Bryman & Bell, 2011). It is common practice that, some interviewees refuse to answer certain questions.

Bryman (2004) explain that this refusal often is based on a feeling that certain questions have too private characteristics or that the questions cover a topic that they do not want to make public especially when studied subject is sensitive to the society. Almost every interviewee in this study has questions that was noted as hard to respond especially for the wind power industry

that has in the past become topic of debate in mainstream media. In addition to refusal, some interviewees have requested not to be used as source of information or disclose their opinions. Researchers are recommended to apply weigh the gains against the cost in human dignity in order to minimize deception (Bryman, 2004). Deception was avoided from the fact that the interviewees were given the possibility to read and discuss the transcripts the information is included in the study.

4 Empirical background

This chapter provides a short background for the study emphasizing mostly on the issues in the research that were not explained in the introduction part. The chapter describes the background of wind power industry in Sweden with common issues associated with the project planning and explains the state and background of multi-collaboration in wind power industry.

4.1 Wind power planning in Sweden

The wind power industry is relatively infant and how legislation is applied in relation to this has not fully developed or aligned within Swedish authorities. This leads to permits with differing environmental focus (Bergek, 2010). The planning for wind power development has different institutional levels. The main focus of this research study are on basically different stakeholders involved in these levels, wind power companies, local governments (municipalities) and other parties involved (Söderholm, 2007). The deployment of wind turbines involves a large number of laws and regulators and how the authorities interpret these laws depending on collaboration between government, company and local community (*Ibid*, 2017). The permission process for wind farm in Sweden boasts several regulations and referral organizations that although essential for democracy, it can lead to uncertainty within the industry.

In Sweden, the Planning and Building Act and the Environmental Code are main regulators of the planning and building of a wind power farms. Environmental Code is the body of the Swedish Environmental laws that regulates the management of land, water and nature along with human health issues (Hedin et al, 2012). The Planning and Building Act controls land-use planning and development on land and water. On August 2009, these laws have been amended in general and as a result, the development of wind power is facilitated to some extent (*Ibid*, 2012). Higher levels of knowledge and experience in handling the registration and planning of these projects could perhaps aid the process. The requirement of extra certification that other industries is the of the reasons that makes processes longer (Vindval, 2015). Among other special certification, is the species protection ordinance, which forces the companies to collaborate with bird expert institutions. Figure 7 below outlines the permit process for deployment of wind power farm in Sweden.

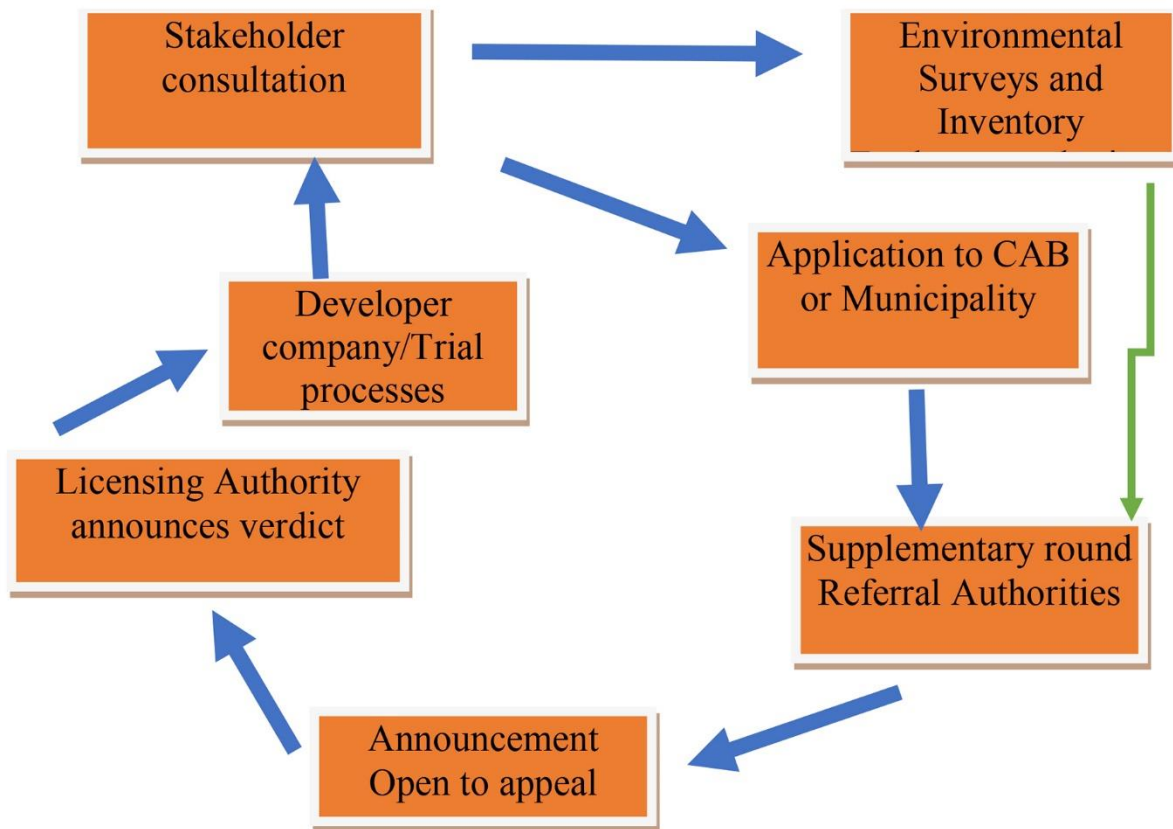


Figure 7. Wind power Permit trial process in Sweden (McNally, 2015,13 Modified by the author).

From the stakeholder point of argument, the key stakeholder in the circles of developer company within the planning process is the County Administrative Board who executes relevant legislation and delivers final decisions (Nilbecker, 2014). However, within this same process, Swedish local community especially in northern Sweden is very crucial. With the Municipalities having the right of veto for wind power applications handled by the County Administrative Board with no appeal (*Ibid*, 2014).

4.2 Stakeholder engagement in wind power planning

Planning activities within wind power are frequently vulnerable to conflicts of interest rooted in social power relations, limited knowledge and skills about alternatives and changing circumstances of values and politics (M. Greenwood, 2007). The author describes stakeholder engagement and collaboration as one of the most challenges in wind power planning. The negative association between stakeholders is likely to arise from poor consultation approaches and a lack of scientific knowledge to data provided. However, if these constraints are addressed, there could develop a more rational and equitable system of stakeholder engagement within wind power planning. Aitken (2010) indicated that thinking of opposition as something that must be overcome rather than them being knowledgeable and well informed to facilitate knowledge sharing, can impact heavily on how a problem is defined. Therefore, will ultimately affect the decided conclusions. It should be noted, that understanding among stakeholders should be seen as co-evolutionary and respectful of opinion and that although it may not always avoid resistance or find a definitive solution, it is important for understanding social constructs more widely within wind power development (*Ibid*, 2010). The presence of transparency among stakeholders is the key in helping to promote unbiased presentation of planning proposals and

helps build trust among the stakeholders which is imperative for continued participation (Portman, 2009).

In early 1990s, a new form of planning theory emerged known as collaborative planning and the main emphasis was on dialogue and open communication among stakeholders instead of power and dominance associated with rational and neoliberal planning theories, the so-called traditional approach. Although the theory was developed within a community planning domain it is very much applicable to the various stakeholders in wind power, which is one of the industries that involves engagement of numerous isolated and opinioned actors (Healey, 1997). The discourse was focused on achieving a common and flexible understanding of the co-existence of different voices within one place through connecting knowledge with action, mutual learning and the importance of communication within the planning process (Leeper, 1996). As mentioned in Healey (1997) that, the best authority is good argument. It is this good argument that is central to the co-evolution of knowledge and common understanding among stakeholders.

4.3 Stakeholder Management framework

Effectiveness in identifying and managing all stakeholders relevant to the wind power project is the important step in the wind power planning. By not effectively identifying and analyzing the hidden and often conflicting objectives of project stakeholders early in the project management process. Several projects exposed to suffer costly impediments and even failure to thrive on long-term basis. This highlights the need for a general framework on which managers pursuing stakeholder management planning (Sutterfield et al, 2006).

The framework provides nine continuous and dynamic project stakeholder management (PSM) strategy framework, to aid project managers in managing project stakeholders and their complex and often-divided opinions.

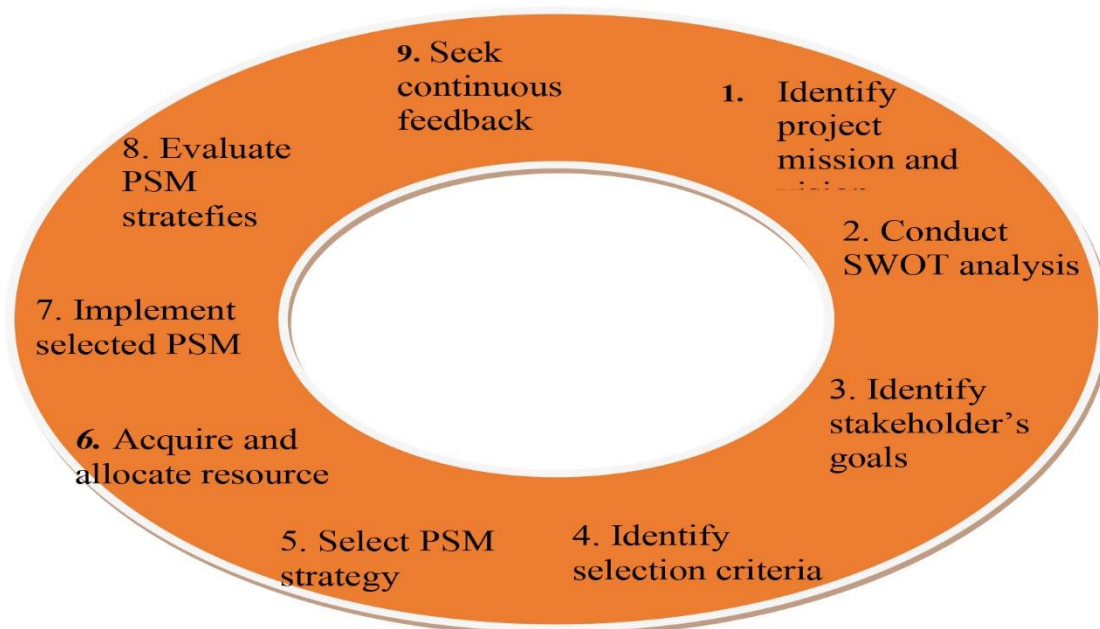


Figure 8. Stakeholder management framework (Sutterfield et al, 2006, 32 with minor modifications).

The use of this strategic PSM framework enables project managers to assess each stakeholder, and the situational factors to minimize the potential conflicts with the various project

stakeholders while emphasizing on the strengths of the project team and the opportunities presented by the various project stakeholders (Satterfield *et al.*, 2006). In the use of this framework, stakeholders are identified, prioritized and strategically managed through the whole process.

Many other frameworks created before and reviewed as well. Freeman (1984) suggested a stakeholder audit process to create and certify a roadmap of the external environment of the organization. The framework consists of four major strategic tasks to be done by a firm in planning processes. Stating the mission that includes stakeholder mapping and part (stake), and subsequently designing a stakeholder/business success matrix with scores assigned, identifying and analyzing stakeholder issues and needs (by building stakeholders/issues matrix with scores assigned), assessing strategies for stakeholders (through stakeholder strategy matrix) and adjusting to stakeholder' strategies.

All the frameworks are useful; however, for this study Sutterfield (2006) was opted due to it being more detailed, holistic and systematic. While the reiteration from the cyclical loop gives the model higher rigor and practical values, since stakeholder management is a dynamic process throughout the project life cycle. However, it is recommended that, stakeholder analysis should be conducted always in the planning of a project, even if it is a just a list of stakeholders and their interests, it should also be repeated at intervals throughout the project process considering the dynamics of stakeholders as stated earlier above (DFID, 1995, 24).

4.3.1 Stakeholder identification in project planning

Identifying various stakeholders relevant to the project is the first and arguably most crucial but importantly difficult step towards stakeholder management processes. On the generic level, stakeholders can be categorized as primary or secondary (Ansoff, 1965). In addition, internal or external (Freeman, 1984). Stakeholder identification refer to the identification of a project's key stakeholders, an assessment of their interests, their relationships and the ways in which these interests affect project riskiness and viability and how project affects their interest (Flagestad & Hope, 2001). Identification helps to clarify which interest groups and organizations are directly or indirectly involved in, affected or think as being affected, and identify which groups are supportive and which groups may resist the project strategy and subsequently obstruct project implementation. This provides a sound basis for taking appropriate and relevant actions to gain the support of opponents and to get key supporters more involved (*Ibid*, 2001). Bryson (2004) describes a set of fifteen stakeholder identification and analysis techniques grouped into four distinct categories based on the purpose for stakeholder analysis, as many different techniques will be needed to fulfill different purposes. Though catering for the policy setting in public, it is recommendable to apply it in project planning especially in wind power planning. The purposes for using this stakeholder analysis are presented in Table 3.

Table 3. Reasons for using stakeholder analysis and technical implications (Bryson 2004, 53)

Purpose for stakeholder analysis	Stakeholder identification and analysis technique
Organizing participation	<ol style="list-style-type: none"> 1. A process for choosing stakeholder participants (sieving from small planning group to full group of stakeholders through common techniques Mitchell <i>et al</i> (1997)'s power, interest and urgency typology. 2. Brainstorm list of stakeholders and identify utility 3. The power versus interest grids/matrix 4. Stakeholder influence design (Connect stakeholders mapped in power/interest matrix 5. Participatory planning matrix relevant in project planning (inform/consult/involve/collaborate)
Creating ideas for strategic interventions	<ol style="list-style-type: none"> 6. Bases of power and directions of interest diagrams (to identify commonalities and provide background information) 7. Finding the common good and the structure of success Argument (derives from previous a map that shows common agenda or supra-interests and their relationships). 8. Tapping individual stakeholder interests to pursue the common good. 9. Stakeholder-issue interrelationship scheme 10. Problem-frame stakeholder maps. 11. Ethical analysis matrix (a scorecard on a list of factors to fulfill deontological and teleological obligations).
Proposal development review and option	<ol style="list-style-type: none"> 12. Stakeholder support versus opposition grids (developing Specific proposals relevant to the stakeholders. 13. Stakeholder role-plays (planning group workshops. Focus group 14. Policy attractiveness versus stakeholder capability or capacity matrix
Policy Implementation	<ol style="list-style-type: none"> 15. Policy implementation strategy development grid (draws on results from above techniques to prepare action plans for both Supporting and opposing stakeholders.

The primary purpose of stakeholder identification and analyses is to better facilitate managers to think, plan and act strategically with regards to managing stakeholders, and is not meant to directly overcome stakeholder conflicts of interest. Stakeholder identification must be undertaken skillfully and thoughtfully in the planning, with a willingness to learn and revise along the way (Lynn,1996; and Bardach, 1998 in Bryson, 2004:46). It involves drawing up a stakeholder matrix, assessing stakeholder's importance to project success and their relative power/influence, mapping, identifying and analyzing risks. and assumptions that will affect project design and success. The most crucial aspect of this process is fulfilling the stakeholder matrix as rigorously as possible, which includes identifying stakeholders, their interests, impact of those interests on the project and prioritization for meeting each stakeholder's needs (Bryson, 2004).

The key issues for partnership with local community stakeholders is being their lack of political power or institutional means for their views to be taken into account as opposed to other set of stakeholders. Thus, the principal output of a project may be the development of representative, decision-making institutions, such as user groups or village or neighborhood committees in order to receive social license to operate and to analyze and respond to community concerns regarding the project activities. However, it is important to realize that interests of all types of stakeholders may be difficult to identify, especially if they are 'hidden', or in contradiction with the openly stated aims of the organizations or groups involved (Bryson, 2004). Moreover, each stakeholder can have various and contrasting interests.

Previous studies have been done to identify stakeholders of wind power projects who affect or affected by establishment of wind farms (Jamal & Getz, 1995). It is very useful to identify stakeholders for several reasons. Firstly, stakeholders can influence project objectives (Preble, 2005). Secondly, the strategies implemented by managers often impact other stakeholder groups (Buchholz & Rosenthal, 2005). Thirdly, stakeholders (*Ibid*, 2005) also influence operations within an organization such as the governance, legal frameworks and planning infrastructures.

Table 4. The relevant stakeholders identified (Buchholz and Rosenthal, 2005, 18)

Stakeholders Mentioned in wind power planning literature	Involvement	In consultation with
The Public/Municipality	Advisory especially in planning phase for the companies and stakeholder groups.	Experts – Professional association- Community /Society groups
Developer companies	Planning, development and implementation of projects	Municipality Community Experts Environmental NGOs
Experts /Consultants	Drive and develop wind energy projects (technical development, licensing process, technical review)	Public Authorities Developer company Professional associations
Environmental NGOs	Give opinions in referral rounds (regional and local) Make comments on projects	Public Authorities Community Developer company Experts
Community /Society groups and Professional associations	At all levels, as soon as noticed about the plans Appeal against the plans	Municipality Developer company NGOs

4.3.2 Stakeholder prioritization

After identifying stakeholders and define their involvement and consultation, it is suggested to identify their priorities (Saito & Ruhanen, 2010). An understanding of stakeholder priorities can lead to greater predictability towards behaviors and objectives stakeholders may have with plans (Mitchell *et al.*, 1997). The priority of addressing a set of stakeholder interests that may even conflict the group's, between each other or against the project, may become the next step in the stakeholder management framework after stakeholder identification and analysis. It is a necessity to decide which stakeholder interest should be prioritized over other stakeholders (*Ibid*, 1997).

Table 5. Different literature on Stakeholder priorities and their intentions (Myllykangas et al, 2011)

Priorities of Stakeholders in Literature	Authors
Economic (income, revenue, employment) (Lee K-H, 2012)	Reed, 1997; Lee, 2013; Padin, 2012
Service Quality (improve recreational services in forest	Grönroos, 2011; .Sautter & Leisen, 1999
Marketing (promote location, attraction, retain. Customer relation)	Padin, 2012; Sautter and Leisen, 1999; Reed, 1997
Livelihood promotion (improve the quality of life for the community)	Sautter, 1999 ;Padin, 2012
Bio diversity and conservation, avoiding pollution	Pons, Harris, & Rosnay, 2004, Halewood & Hannam, 2001.

In reference to Table 5, according to wind power planning literature, numerous themes emerged concerning stakeholder intentions. Depending on the location of project from which the studies took place, different stakeholders held different intentions. Understanding the different stakeholder priorities is crucial because it highlights that there are a number of perspectives for planning process. These different approaches to planning suggest different definitions, values and orientations to problems (Freeman, 1984). This leads to various interpretations of planning and distinct methods of implementation. Freeman (1984) further highlighted the importance of an explicit process of firm's fitting the appropriate and roughly proportionate of strategic resource allocation (that is separate from the operational budget) depending on the degree of importance of stakeholders.

Stakeholder mapping methods, usually based on two variables on a two-dimensional grid like the power/interest matrix, or on stakeholder attributes. Mitchell *et al* (1997)'s power, legitimacy and urgency typology of stakeholders, can assist project managers determine the priority of identified stakeholders. Stakeholder mapping identifies stakeholder needs and power and helps in understanding political priorities mostly in case of government stakeholders or where community has got veto power (Clifton & Amran, 2011). The mapping suggests a power/interest matrix (Figure 9) for categorizing stakeholders in relation to the power they hold and the extent to which they are likely to show interest in supporting or opposing a particular planned strategy. Thus, guides the general managerial approach required to manage each stakeholder's strategy.

Level of Interest

Power	High	A Minimal effort	B Keep informed
	Low	C Keep satisfied	D Key players

Figure 9. Power /Interest matrix (Clifton & Amran, 2010,81, with minor modifications)

With power/interest matrix to prioritize stakeholders) suggested the power/predictability matrix, that aims at repositioning some stakeholders and pursue efforts to maintain their respective power, predictability and interest. In order to ensure the successful implementation of project strategies, Bryson (1995) presented the position/importance matrix. The matrix aims at categorizing stakeholders according to the level of support or opposition to the project activities and their relative importance to the project sponsor. However, for this research study, power/interest is considered more relevant and will be discussed further.

5 Empirical results

The chapter provides background information to the empirical study. After the short introduction, the results from different data collection techniques are presented. Data sources comprises both secondary data from related governmental policies, industry documents and case studies, and primary data from interviews with relevant stakeholders. The results explain mutual dependency among stakeholders in wind power planning.

5.1 Stakeholders in planning processes

The Planning and Building Act and the Environmental Code are principle regulators of the Planning and building of a wind farm (Vindkraftshandboken, 2007). Environmental Code is the body of the Swedish environmental laws that governs the management of land, water and nature in accordance with human health issues. The Planning and Building Act controls land-use and planning on land and water. Since August 2009, these laws have been amended in general and as a result, the development of wind power is facilitated to some extent. The planning process starts with that the government points out areas that are of national interest. These areas can be important from national point of view due to various reasons e.g. economic, natural, cultural, agricultural or suitable for wind power. Then, after these recommendations from national level, municipalities in their Comprehensive Plans have to present areas that are suitable for wind power, since the purpose of the comprehensive plan is to indicate direction for future developments. Hence it's on municipality's task to decide how the above directives will be implemented in the region. At this stage, municipality has more task of attracting partners in which are developer companies. However, it is possible for the local communities and citizens to present their opinion on the future Comprehensive Plan even if the interest of actually participating in a planning process usually is low (Vindkraftshandboken, 2009:92).

When the municipality has not presented any area for wind power it is mandatory for developer companies to contact the County Administrative Board for possible regional plans and use them as guidance. A detailed development plan is nowadays usually not needed when a wind power project is in planning process. Only if the area can be considered highly attractive for settlements or other sensitive land-use plans, a detailed development plan is demanded. (Swedish environmental protection agency, 2017). Number of interest groups are involved in case of markbygden are presented on Figure 10.

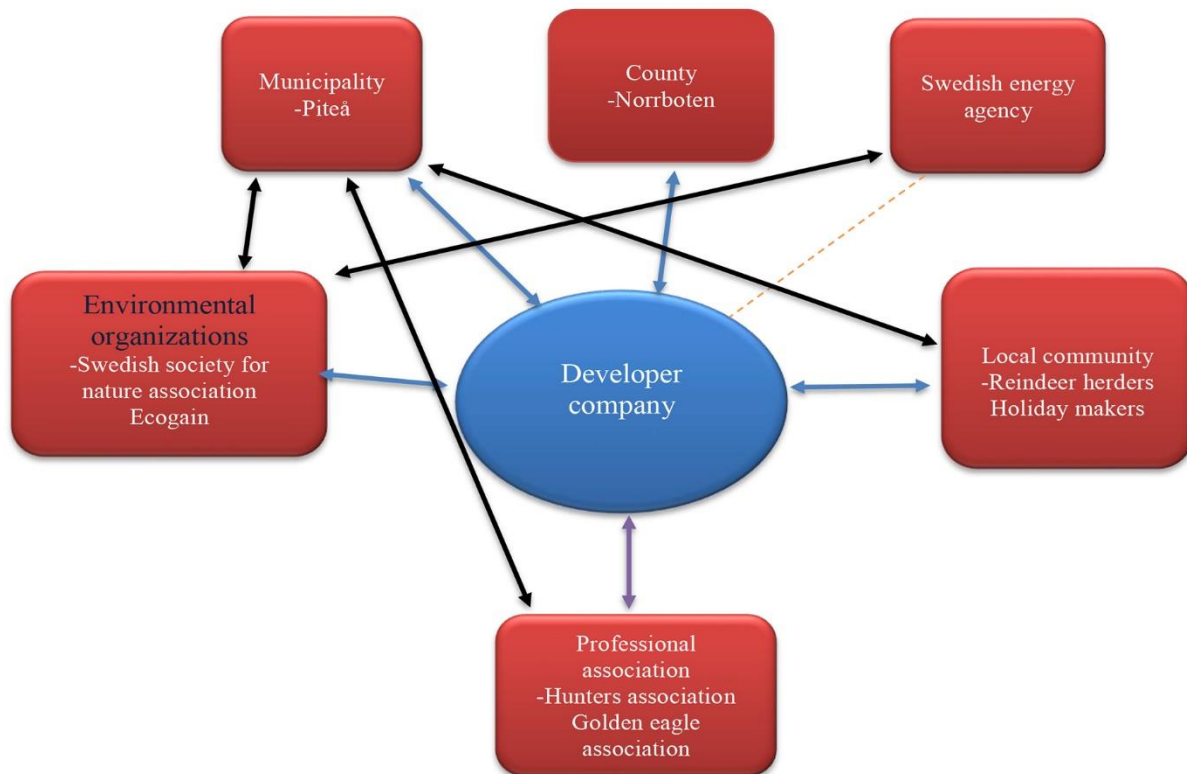


Figure 10. Presentation of actors involved in Markbygden wind power.

From figure above, there are several stakeholders even more than ones presented on the scheme among those are land owners and land scape preservation groups. The public stakeholders are presented on top of the figure as there are on top of planning process and depending on the size of wind power project, either municipality or county is directly involved right from the planning phase. On the left side, private stakeholders are represented by Environmental organizations, for this particular project, Swedish society for nature conservation is directly involved right from the planning throughout to the operation phase. Together with Ecogain, NGO that provides expertize in environmental impact assessment provides certification as the part of certification and permit process. When wind power developers are planning to establish a wind power park it is recommended that an early contact should be made to the affected Sami villages and preferably at the same time as the landowners are contacted (Vindkraftshandboken, 2015). The consultation involved meetings and news outlet to make local population aware of the project. The formal consultation process and public involvement were undertaken as part of the administrative procedure for approval of Permit, and it took between 10-18 months. For professional associations such as Golden eagle association, developer companies have established smooth working relation mostly to avoid the complaints.

5.1.1 Wind power planning and developer company/Svevind

The planning at the project level is conducted by wind developer Svevind and consists of several stages. Before the amendment of the environmental Code and the Planning and Building Act come into force on August of 2009, a developer was required to have an environmental permission granted by County Administrative Board or Environmental Court and a building permission that local government decided about it. Planning and Building Act now require the latter while Environmental Code regulates the former. If a project imposed considerable changes on the physical and natural environment. The municipality asked the developer to prepare a detailed development plan instead of the building permit and mega WATS was the

measure of whether its municipality or county that will grant the permit. Currently, the criteria for authorization by either municipality or County Board is height and number of turbines. Wind farms with seven or more mills need only environmental permit, which is handled by the County Administrative Board. However, the municipality is given a veto right to overrule the permissions that are in contradiction with the local development plans. On top of that, a detailed development plan is asked by municipality if there is a great demand for different land-uses for the suggested land for wind farm (Pers.com., Lundmark, 2019). The overview Wind power planning by Svevind is shown in Figure 11.

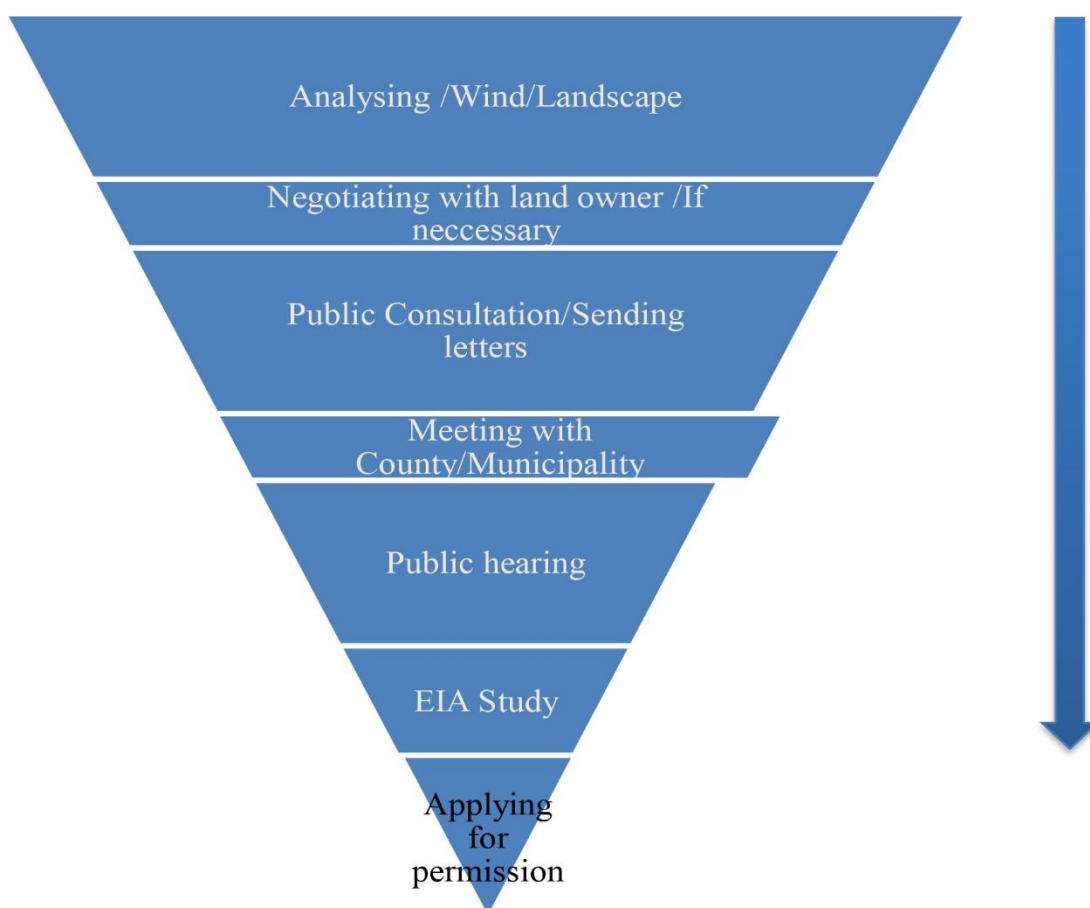


Figure 11. An overview of Wind power planning (Developed by the author).

At each stage of company planning, there must relevant partner, and after receiving permission there might be another meeting with locals to update them and explain about the construction phase.

5.1.2 Developer company and public engagement

Public participation or Sweden public consultation as it is called in Swedish, occurs in a few steps during the course of the planning of a wind project. Project developers design the planning process. Each developer customizes the process in order to move projects forward as fast as possible. If individual owns some part of the land, svevind contacts landowner for negotiations and length of negotiations with the landowner can vary depending on the landowner's willingness to sell. It is after signing the contract with the landowners that the company announce the project. However, it was easier for markbygden project since almost all the land was not owned by individual. The developers at this point send neighbors and local people

letters to the mail to inform them about the project. The letters also contain contact information of the project team to get feedback from the community and send their comments. This is considered the beginning of public consultation. The company normally prefer local people to be informed by them rather than reading about the project in newspapers. It is probably a way to show respect that is employ by experience to make the rest of the procedure smooth hence creating smooth collaboration (Pers.com., Olofsson,2019).

Then next step of public consultation which is the public hearing is also carried out by developer at this point. Before the meeting invitation letters are sent out to the neighbors and local residents with some information about the project. In the meeting, the Svevind describes the project and explains the expected impacts like noise pollution, shadow and visual impacts and landscape change. They listen to feedback from local people, answer their questions and clarify the issues that are unknown for the local community and cause discomfort. Svevind receive people's comments during the planning process and one of them even continues sending out informative letters every three months to those who live close to the site. The process of public consultation, comments and feedbacks received from local community and answers or actions from the developer must be included in the Environmental Impact Statement for Permit application (Pers.com., Olofsson,2019).

The more extra activity in public consultation is conducting survey in some projects, the survey is carried out after an announcement, before or after handing in the permit application and after constructing of wind farm. Local population is asked over the phone how they think about the project. This is to examine attitude towards the wind farm and also how successful communication with local people has been. To summarize how public consultation is done, Svevind generally

- Starts by sending informative letters sent to neighbors
- Holding a public hearing meeting and receiving comments from local people during the process
- Lastly, holding another meeting after receiving permit.
- In some cases, survey is done

Svevind Solutions AB see the process of public consultation as very sufficient and ambitious. In their opinion, Consultation is aimed at the participation of local people which is done by informing, listening to comments, and convincing people that the project is good. After all this is what the law requires them to; it is called "Public Consultation".

5.1.3 Local government and reindeer industry

To promote wind power, the Swedish government has dedicated certain areas of national interest (*riksintresse*) to wind power in which conditions for wind mills are favorable. While a majority of wind power is still situated in southern Sweden (2855 turbines in 2015), a growing interest in development in northern Sweden has led to a quick increase in permits there (1772 in 2015 (Liljenfeldt & Pettersson, 2017)). There is also the perception that the less densely populated North might have fewer people opposing wind turbines. However, developments in the North oftentimes are located in reindeer pastures, another area of national interest. While the Swedish government tries to promote the coexistence of wind power and reindeer husbandry, there has been considerable opposition from the herders due to concerns about land loss and impacts on the reindeer safety and health (Larsen, Raitio, Stinnerbom, & Wik-Karlsson, 2017).

When municipalities are preparing their comprehensive plans, they have to include areas that are of national importance where wind power is one and the reindeer industry is another. The comprehensive plan needs therefore to balance the different interests against each other. Wind power industry is exploring more and more land in the northern parts of Sweden where the reindeer industry constitutes a major conflict. The European wind energy association (2010) in reveals that, it is mainly the human activities that causes disturbance for the reindeers. Human activities in this research means construction of roads and new power lines together with the actual deployment of the wind turbines and development of wind farms. According to the Wind power handbook, there are still uncertainties in how the reindeers are affected by wind power parks. Then, when granting permits to developer companies or any other project in an area where there are reindeer activities, it is important to inflict as little disturbances as possible ((Vindkraftshandboken, 2009). When wind power developers are planning to establish a wind power park it is recommended that an early consultation should be made to the affected Sami villages most preferably at the same time as the landowners are contacted. Important to know are that it is not only the direct effects that the wind power have on the area but also the functional effect that it brings to the area and the cultural effects of the Sami people (Vindkraftshandboken,2015)

Several Sami villages affected by the wind power park in Markbygden. One of the Sami villages that was affected most is Östra Kikkejaure. Some 25 percent of the village's reindeer pastures was directly affected which makes them one of the most consulted villages by both company, municipality and NGOs. This has raised debate in Sami parliament (Pitea-Tidningen, 20112).

5.1.4 Wind power and Environmental Organizations

The Swedish Society for Nature Conservation (SSNC) is a politically unaligned, non-profit organization. Concern for the environment and human health is the driving force of this popular organization. The organization defends biological diversity and work to stop climate change, acidification, over-fertilization, the spread of dangerous chemicals, and much more. Swedish society for nature conservation through "green consumerism project" deals environmental aspects of consumption (Pers.com., Östman, 2019).

Bra Miljöval is the ecolabel of SSNC. It is referred to as "Good Environmental Choice" in English. SSNC started eco-labelling in 1988 on laundry detergent and paper, and since then it has extended its certification to electricity including wind energy (Swedish society for nature conservation, 2016). Before the Swedish Society for Nature Conservation draws up environmental criteria for a group of products or service, organization first carry out a careful assessment of the environmental impact. Organization sets requirements and checks the requirements carefully, work out how they might lead to improvements in the environment or how it can be modified to protect the environment. Most especially for wind power that has long associated with killing golden eagles and black birds. The development of wind power farms has accelerated, which is fundamentally positive but can simultaneously represent a danger to areas with high conservation value. These areas can for example be composed of forested highlands which are not logged and serve as refuges for red-listed species, as well as breeding areas for threatened bio-diversity. SSNC follows approval processes and offers viewpoints and proposes requirements to the company. New wind power plants should not be built where they can threat to documented areas of high conservation significance. If construction of new plants is approved, SSNC will closely examine whether they can be approved within the framework for Good Environmental Choice labelling. The determining factor will then be what efforts have been made to mitigate risks during construction and how self-monitoring occurs (Swedish society for nature conservation, 2017).

Swedish society for nature conservation through Good environmental choice has so far certified three of five Markbygden project ((Pers.com., Östman, 2019). And though it's a very difficult task to gather different expert due to the fact that, so far the organization has neither Eagle or black bird experts and it depends on working with expert associations such golden eagle association but organization is working very closely with developer company to avoid mortalities. On another hand, the developer also mentioned a lack of available knowledge on nesting and bird behavior as a major problem at the moment, relating to the permit process and legislation. Then, this leads to engagement with experts in bird behaviors to overcome complexity of the issue.

The EU's sustainable development strategy (SDS, 2011) highlights the importance of biodiversity among other functions along with, climate change and renewable energy as key operational objectives and indicates the need for a sustainable approach to the co-existence of wind power development and endangered species moving forward. Hence, this have forced the development of wind power to consider Bio diversity as planning priority. In some projects, Svevind has worked with more than one company in carrying out environmental impact assessment required by either municipality or CAB (Pers.com., Östman,2019).

The need to acquire and share knowledge (mutual learning) and data was imperative to best practice and performance of the project in the region. There are already mitigation technologies that have already been developed in partnership with other stakeholders, and believes the partnership is the best way to achieve common interest. It was mentioned that the Swedish authorities need updated results for already existing technologies in practice and they should not be used as a tick the box approach within the planning process. Numerous mitigation technologies were developed and used to avoid bird death there is lack of consensus between developer companies, experts and municipalities as to which one is the best and would be required in permit process (pers.com., Olofsson,2019).

6 Analysis

The chapter aims to relate the empirical results with theoretical framework. Empirical results are analysed with the help of models that was developed to explain the research project. The chapter also provides the basis for the discussion of how the results of this study are connected to other studies.

6.1 Wind power planning and company strategy

Looking back at the wind power planning in Sweden that is divided into three crucial phases and three significant stakeholders, which are developer companies, local government and community/public. In the process of wind power Planning and other development plans, municipalities (local governments) are responsible for consultation with affected groups and on other hand, wind power company has similar responsibilities of consulting community as mentioned earlier in empirical results. The Figure 12 presents the summary of processes.

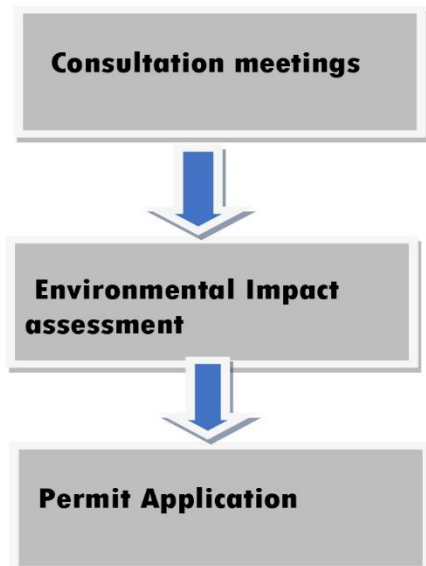


Figure 12. The three main stages for the developer company (Svevind report, 2012, 6 with minor modifications).

Then, it is from each stage of planning that a developer company has to engage in collaboration with other stakeholders. It is clearly understood that the company will either engage in collaboration as to comply with requirements in permit process or obliged to work together with the body that offers the permit. Moreover, company will seek different stakeholders as the way of impressing municipality or county administrative board (Pers.com., Lundmark, 2019). Svevind plans, develops, sells and operates land-based wind power projects of varying sizes and for now, the company owns one of the biggest wind power companies in Sweden and in Europe. The company representatives demonstrate awareness of common wind power conflicts and the best way to avoid that it is to employ collaborative participation approach to include several stakeholders and empower and to create common understanding of the project.

6.2 Company' stakeholder management strategy

The strategy of Svevind in managing the stakeholder is based on Mitchel et al (1997) with the idea that organization is environmentally dependent coalition of divergent interests, which depends on gaining the attention. The interest groups can be identified as stakeholders

depending on their power, legitimacy and urgency in relation to the organization. Figure 13 describes different stakeholder categories.

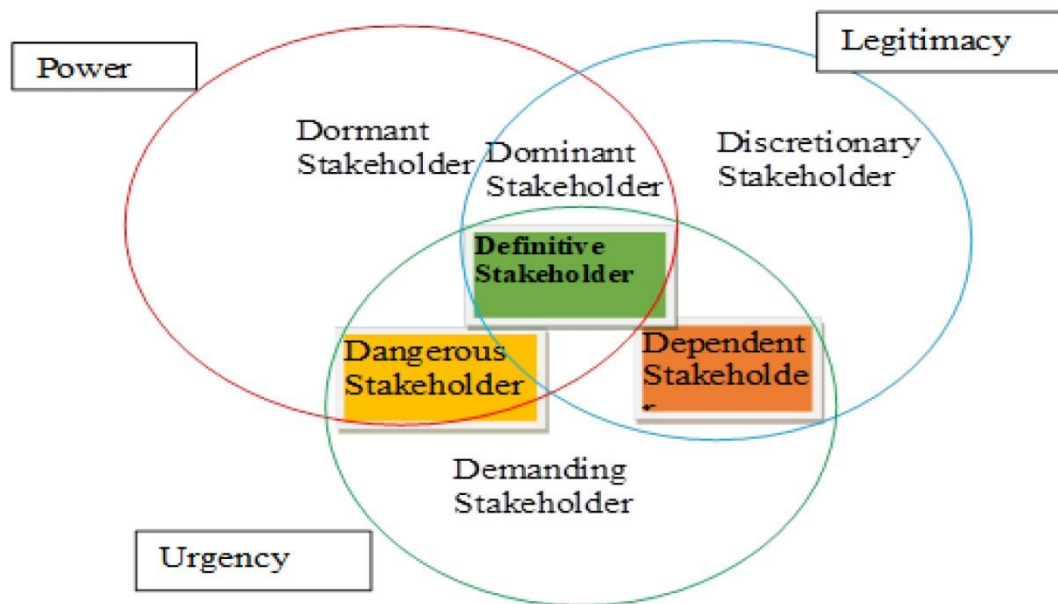


Figure 13. The theory of stakeholder identification and salience (Mitchel et al, 1997, 872).

Svevind and the municipality's communication toward each other as well as towards other actors can be interpreted as strategic. However, Svevind has acted strategically towards the municipality because the municipality is a powerful actor and can therefore influence company planning and implementation process. Svevind directed most of their attention towards the municipality since they are in a power position to actively influence the planning process. Freeman 1984, 179) advises organizations to proactively anticipate stakeholder concerns and try to influence the stakeholder environment; the author assumed that stakeholders could be actively and strategically influenced by appropriate managerial strategies and approaches. Therefore, the urgency then weighs on formulating and implementing the right strategies to satisfy each stakeholder that has been identified in previous stages, towards the facilitation of increasing the opportunity of project success or at least minimize project disruption from stakeholder issues. The relationship between the two big actors, the municipality and Svevind seems to be built upon Mitchel et al (1997) power, legitimacy and urgency typology of stakeholders and in lies in the part of understanding political priorities.

This is reflected through how municipality was given a veto power over any other stakeholder or government agency to veto any wind power project in an area. Thus, municipality has all the influence over the planning process in Markbygden project. The silent veto power given to the municipality gives power to say no to the project at any time of planning process with no further explanation. Therefore, Svevind has to strategically involve municipality at every stage of development. On other side of strategic collaboration, the municipality has acted strategically towards Svevind since they perceived possibilities in attracting a large industrial project, as it is line of developing wind power industry. Svendsen & Laberge (2005) described the role of a stakeholder convener in a stakeholder network by arguing that convening a stakeholder network involves three main stages of activity: outreach, collective learning and joint action or innovation. Svevind as a developer company clearly believes that they have a larger role to play when it comes to how plans are to be made and who should make them and see it self as

convener of partnerships. Svevind is only considering of how stakeholders should be managed and how network have to be maintained.

Based on key principles of stakeholder consultation as an outreach activity shown in Table 6, Svevind is seen as central actor trying to create and sustain network through consultation.

Table 6. Key principles of stakeholder consultation and approach (Carroll & Buchholtz, 2000, modified by the author)

Key principle for Stakeholder consultation (Carroll & Buchholtz, 2000)	Approach/Activity in the case study
Stakeholder engagement	<ul style="list-style-type: none"> -Clear engagement plan known by all stakeholders (plan-in from the beginning). -Recognize the value of stakeholder involvement and local knowledge in planning process. -Plan and design consultation process with all stakeholders -Use of inclusive approach to consider all the several different stakeholder groups and their needs. -Transparency and accessibility in all engagement approaches.
Disseminating information and receiving feedback	<ul style="list-style-type: none"> -Interactive dialogue with stakeholders, explaining how their views have been integrated into planning process. -Continuing dialogue with changes in project cycle Plan communicated and discussed on effects. -Recognize importance of social and informal networks relations. It is crucial
Collaborative relationship with stakeholders	<ul style="list-style-type: none"> -Utilize local resources and exploit local skills (jobs, employment) -Development should benefit the local community, in line with good corporate.

The key principles compiled above reflects Svevind's approach, being in center of wind planning, the company has to engage with multiple stakeholders and sustain the collaboration. The company believes that, it has a big role to play, their argument is that they have better technology which therefore is more suitable to determine which sites in the area that have the potential for wind turbine deployment. Thus, the engagement with municipality has to be strategic since municipality has the primary responsibility and monopoly in planning. And the engagement with environmental NGOs is seen as strategic knowledge sharing between the two stakeholders since location is one of the most critical issue regarding bird killing issue. The location must be compared and weighted against other potential locations and the best one must be chosen. Within this scope, the environmental variables must be taken into account and compared between the locations. These variables include bird species and potential impacts, noise, shadow flicker and many more. When this approach is taken, the likelihood of a case will not be defined as deliberate disturbance or killing. In addition, the level of risk to species and number of species should be weighed against the importance of the sustainability goals and if the risk is comparatively low, the Species Protection Ordinance should not be invoked but if risk is high and cannot be avoided, the legislation will be invoked. Svevind has not invested in knowledge regarding bird behavior before and that is the sole factor behind partnership with environmental organizations and association. But, as of now company has started investing in research to completely avoid the risk.

6.2.1 Initiating network and local opposition

The concept of NIMBY (not in my back yard) is often raised in the wind power debate and in other planning processes. The meaning of NIMBY is that people are in favor of wind power in general, but are at the same time critical of the establishment close their own living space. The definition, which emphasizes the individual's approach, is based on the motives of self-interest. With this concept on their settings and given the negative effect of the local opposition on the implementation of the wind power project and the fact that wind farm is huge and affects many people, developers company works to create strategic network with local community to work against NIMBYism. Educating people about the project, having an early dialogues and face-to-face explanation, answering questions, caring about local people and their concerns. Employing visualization techniques to show the impacts beforehand, doing small changes in the layout (changes that may not affect the project too much but means a lot to local community), and being honest about consequences that are likely to be caused by the project activities are all strategic actions to engage and create local ownership. Here the alternative of creating local ownership in the wind farm and having economic benefits is considered a way for increasing the local acceptance (Arnstein, 1969).

Svevind has not yet engaged in a higher degree of involvement of people in planning such as financial ownership by local people but the idea has already thought about. According to Svevind, the increasing of the role of local people in the process of planning is not pragmatic especially in context of Markbygden project. According to the municipality official, similarly considered the higher degree of the involvement of local people is not pragmatic and would rather expect that the municipality can do better. However, he did not know any way to involve the local population more effectively.

6.3 Motivational factors to initiate collaboration

Looking back at the conceptual framework, Svevind acted strategically towards municipality but it has initiated collaboration with local sami population due to the power, pressure and influence posed by the local community.

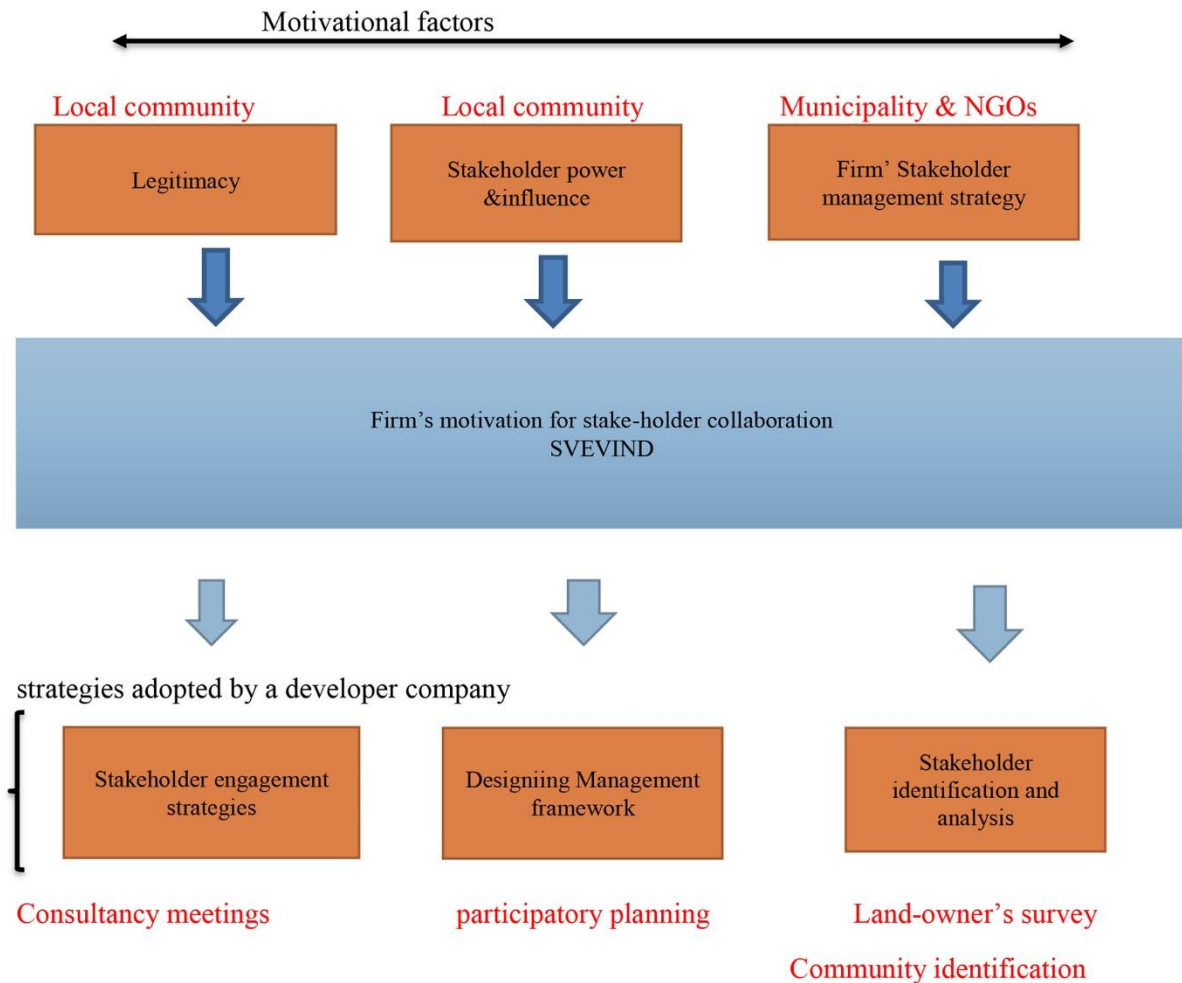


Figure 14. Conceptual framework developed by the author to guide the analysis.

This framework provides a practical way to analyse each factors that motivates company to engage in collaboration. On top, power, influence and pressure motivated svevind to engage with local community. Legitimacy is also another factor, for a wind company to have public image in the society and to be legitimate it has to get along with local community. Whilst, regarding the public authorities, management strategy is the factor to work together. This is due to the fact that, company has foreseen this before and already included in its strategic planning to comply with rules and laws of wind power sector.

On other hand, the factors are dynamic, which means power can also be another factor that has pushed the company to work with local authorities since they hold all the power to stop the company from implementing its activities.

6.3.1 Legitimacy

Legitimacy is defined as a general perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions (Suchman (1995, p.574). While collaborative planning insists that is important to start a learning process between the actors it needs to be aware of the roles each actor plays in a consultative process. When looking upon the participation in Svevind's Markbygden project, it can be said that there was a quite strong participation and interest in the consultation meetings with community around that preceded the Detailed Comprehensive plan and the EIA. It can therefore be argued that the planning process in Markbygden project actually

was well connected within the community though Sami villages were included later which has led to the numerous consultative meeting to arrive to the agreement.

For Svevind, agreement based upon economic compensation and territorial agreements were enough for legitimacy but the hope for consensus remains priority for Sami stakeholders to avoid the same conflicts in the future. The Sami proclaimed during the consultation meetings and in the media that they are displeased with how they have been treated and it is therefore not likely that the agreements were made through a harmonious consensus where ‘the best argument’ conquered. However, for Svevind agreement were enough to prove their moral conduct and transfer consensus issue between municipality and Sami. Since legitimacy of firm is based among other factors, the perceptions of beneficial outcomes from the organization and its behavior towards society (Suchman, 1995). Svevind was more or less satisfied with the compensation but the Sami needed a long-term solution in order to secure the survival of their reindeer herding industry. Svevind on their hand wants to reach an agreement with the Sami villages as soon as possible since a bad dialogue and media coverage can potentially threat the legitimacy of the project and future projects.

6.4 Collaborative participation

From theoretical framework developed earlier in the research project, there are three push factors namely Legitimacy, stakeholder influence or pressure and Firm management strategy. The combination of these factors pushes the company to engage in multiple collaboration (Inglehart *et al.* 1998). To engage in such collaboration, as part of company strategy collaborative participation is mostly employed especially in environmental planning process.

Collaboration participation refer to a practice that attempts to achieve an agreed decision on an issue in which a broad range of interests is engaged. In the decision-making planning process, this approach is able to consider a greater range of interest. Stakeholders accept the final decision even if it is not desirable for some of them because they have witnessed the existence of a fair opportunity for all interest. (Newig *et al* , 2018). A collaborative approach provides all stakeholders with an equal opportunity unlike the usual methods in which decision makers evidently are stakeholders that are more powerful. Wind power decision-making process are inclusive as long as an individual or a group shows the interest. The process allows stakeholders to take an active role in decision-making.

Representatives of Svevind argues similar to both municipality and county that an open and collaborative participatory process is fundamentally important if consensus is to be made on certain issue. Company managers thought that the Markbygden project has been well connected with the public and that there exists a good and open dialogue throughout the region, it is based on numerous consultative meetings they have had with several stakeholders. Both the developer and the municipality argue that the public opinion has been positive from the about 400 people that actually lives in the area of development and the fact that community have been engaged from the very beginning of the project.

Tewdwr-Jones & Allmendinger (1998) refer to two types of acting that can lead to collective action between different actors that is strategic action and communicative action. The author argues that one of the key ingredients in communicative planning is that the communication goes both ways and that the participation is multi-dimensional. Even if Svevind and Municipality claim that the process was participatory, it seems that a large degree of the collaboration could trickle down to pure consultation meetings. This delimits the public’s ability to gain deeper knowledge and influence the process. These meetings were set up so that

Svevind informed the community regarding their plans and later the participants could ask questions and give the comments to the company. Building upon stakeholder theory I would argue that the participation from the Sami in the Markbygden project cannot be fully be regarded as participatory in the sense that they actually could affect a great deal of the project. In addition to the informative consultation meetings, the participation was also visual through the number of reference groups that were started after the first consultation meeting between the Sami and Svevind. Because Sami came in to the project when the park was already designed, the communication was more of an informative structure. The communication for the production of the Comprehensive Plan and the EIA were also not communicated except the official consultation meetings, and they are few for Sami compared to the landowners.

In a collaborative practice the citizens' influence on the decision improves the fairness of the Procedure of participation and the final decision is more acceptable overall which was not the case for Sami community since they were not involved right from the beginning. Wüstenhagen, Wolsink, & Bürer (2007) suggested that local communities need to be involved already when the design of a project is being made in order for the community to develop a deeper understanding of the project. Considering Wolsink argument, if the Svevind had involved the Sami already in the designing stage instead of when the park already was decided, there is a good chance that the they would have accepted the park faster and an enhanced understanding from the Sami would have been created.

7 Discussion

This chapter is developed from the analysis of the previous chapter. The chapter summarizes reflections connected to the research questions with regards to the aim for the thesis. It focuses on motives and engagement in the wind power planning process. The chapter also bring in brief discussion.

7.1 What are motivations for Multi-stakeholder collaboration in wind power planning?

Since wind power planning is as complicated and complex as other current environmental issues. The response to the above question is through exploration of stakeholder theory. The theory helps the reader to understand the complexity and dynamics in planning processes. And why a single entity like Svevind will opt to open networks around its areas of operation to overcome the complex system. To overcome complexity of planning system as mentioned in Svendsen & Laberge (2005) a diverse set of stakeholders are needed. Several bureaucratic challenges in permit application are characterized by co-dependence of stakeholders thus to achieve the objective of single actor collaboration of many actors is crucial factor. Not only that the planning processes are complex but also stakeholder pressure from both local community and environmental organizations is another motivational reason to involve many actors as the way to slide against opposition. From the fact that, the competitiveness of company has gone beyond building quality products/service at low costs in a timely manner. Corporate environmental and social issues are even more critical for organizational competitiveness at strategic and operational levels (Porter & Kramer, 2006).

Companies understand the importance of responding to pressure from stakeholders (Freeman, 1984) to help improve their competitive posture. However, they also need to manage the many perspectives and conflicting interests of their stakeholders, which requires them to develop specific capabilities to manage these pressures (Rueda-Manzanares *et al*, 2008). Then, companies often resolve such conflicts by creating relation and involving stakeholders in their decision-making especially in wind power planning processes. Companies do so by creating internal structures that have capacity and capability to respond to the external environment in order to compete more effectively in society (*Ibid*, 2008). In addition, as means of saving public image, wind developer companies have to get along with other stakeholders to avoid losing social ground. By utilizing this proactive engagement, the developer company may be able to form collaborative relationships with stakeholders more easily (Kim & Darnall, 2016).

This study has contributed to the popular discourse that aims to clarify whether stipulates companies engage in costly multiple collaboration due to the stakeholder pressure or the motivation is to acquire social value in society which is economically and socially beneficial. Glasbergen *et al* (2007) mentioned that one of the company's motivation also includes enhancing own goal or own benefit while for example also creating social value. In this research project, it was mentioned in the results that developer companies seek to create the network especially with environmental organizations as way creating social value and with community to achieve social license to operate. However, collaboration with local government such as municipality and County administrative board is seen from another side of the debate as costly to the developer company due to the higher standards of complying with permit application requirements. However, this would in turn be beneficial in company's long-term strategies.

7.2 Engagement and planning process

There is no doubt as to whether or not a developer company should engage with stakeholders or not. The biggest concern has shifted to be how and when should stakeholders be identified and engaged Bryson (2004, 47). The techniques much depend on what of type of stakeholder that are engaged. The simplest classification in context of this research study is regulatory stakeholders (Local government), organizational stakeholders (Environmental organization and professional associations), and community stakeholders (Reindeer herders and landowners). For the company to successfully achieve strategic objective, it should consider how to engage relevant stakeholders at the most appropriate time and in a manner that will enable them to fairly and effectively shape planning decisions (Reed, 2008).

In planning processes, stakeholders should be considered right from the outset through implementation to monitoring & evaluation and learning. Engagement with stakeholders as early as possible in decision-making has been often cited as essential and collaboration processes leads to high quality and durable decisions (Reed, 2008). Often times, stakeholders only get involved in decision-making at the implementation phase of the project cycle and that is mostly because companies are proactive and begins engagement likely after crisis or risks originating from their operations. However, unless flexibility can be built into the project planning, this can mean that stakeholders are invited to get involved in a project that is way differs from their own needs and priorities until both of them find a common ground (Reed et al., 2009). Involvement of stakeholders at the outset should follow the same line with concept of public participation in planning process which according to Arnstein (1960, 35) highlighted that “the participation of citizens in public planning is advantageous for all stakeholders. It leads to more democratic, legitimate and rational decisions, increases the acceptance of decision and builds up trust among stakeholders”.

In making collective decision-making, a democratic system gives the opportunity of participation to all affected groups. However, degree of engagement in the planning processes varies and as a result changes the extent of the influence on the collective decisions. The degree of engagement works like ladder of citizen participation (*Ibid*, 1960). The ladder divides the degree of participation from just being informed to the level of citizen control. The same ideology applies to the stakeholders. In that, the level of engagement is usually reflected through either being informed of the decision or having power to control. The level of engagement is a major factor determining methods of communication in engagement processes that are likely to be most relevant. Consultation meetings is one method that is typically used by Svevind in collaborating with community and some associations. Depending on the power dynamics of the group, methods may need to be employed that equalize power between participants to avoid marginalizing the voices of the less powerful groups such as community.

From this research project, it is well clear that, the ladder of citizen participation can be incorporated in stakeholder theory to be used as a tool in measuring stakeholder engagement level and power to influence planning processes especially in wind power that includes various stakeholders with discrete and variable interest (Reed, 2008). The case of wind power makes the engagement processes easier since all stakeholders are all aware of long-term benefits renewable energy. The only variance is the method of implementation of the projects without conflicting their interest.

8 Conclusions

This chapter reconnects to the aim and summarizes the key findings. Furthermore, it presents the practical implications and the suggestions for future research in the subject area.

Planning for wind power project in Sweden involves very many actors, with government agencies and local government among the highly involved actors. Number of bureaucratic and hierarchies characterises planning process especially permit application. Permit application boasts number of regulations and requirements, that although for essential for democratic purposes that lead a develop company to engage in number of partnerships with various stakeholder to comply with these laws at the same to maintain social license to operate in the region/area. Without fully engagement with stakeholders, the developer company is risking to either loose on permit application or face local opposition. Since the establishment of wind turbines brings changes to the land scape and pollution i.e. changes on both land and in the air. The deployment of wind farms requires the developer to work with environmental protection agency, Environmental non-profit organizations to guide environmental code. In addition, to work with the planning and building agency to control the act. Ethno cultural dimensions of Swedish Sami population further complicate the case study of Svevind's Markbygden project. The presence of Sami population and their traditional way of reindeer herding increases the multiple use dilemma of land that at the same time used by the wind company. Therefore, stakeholder management approach is the best tool for a developer company to collaborate with the fore-mentioned actors to achieve long-term common objective.

Developer companies can either collaborate as to comply with laws and codes of the regulatory agencies or on their own benefits as to create social value/license to operate and gaining new markets. Through collaboration and network, the developer company can benefit from good public image, and change the reputation of whole wind industry that have long been subject to criticism and controversies. It is usually better to create this collaboration right from the outset of the project to involve discrete actors in decision-making processes. Though involving stakeholders right from the project design has many purpose, amongst them is to benefit from their new knowledge to find solutions to complex problems, enhance mutual understanding and build the trust and commitment necessary for collaborative action (Svendsen & laberge, 2005). On other hand, Collaboration is costly and requires more resources as well, it is time consuming. The Costs of collaboration processes are so high, in this case study, it involves among other costs, hiring environment expert companies like Eco-gain and personnel as well as investing in new technologies like DTBird technology and IdentFlight technology for detecting and mapping birds. In addition, reaching consensus is not an easy task for stakeholders with discrete objectives.

8.1 Key findings

However, Svendsen &Laberge (2005) pointed out that initially, creating stakeholder networks takes more time, and may seem to require greater resources and levels of commitment when compared to act independently and controls stakeholders instead of collaboration. However, this approach can lead to much higher costs over time. Therefore, most of the business entities opt to invest in costly collaboration than to risk losing public image.

The primary goal of the stakeholder collaboration is to solve complex problems that are beyond the scope of any single entity (Waddock 1989, 79). Collaboration approach exploits the collective intelligence and capacity of multi-stakeholder systems to evolve and achieve long-

term success. However, long-term success depends on institutionally embeddedness of stakeholder network across private and public sectors. Although, stakeholder networks and collaboration efforts exists, there is no clear policy that guides the engagement action. Collaboration neither has stakeholder forum nor stakeholder platform that facilitates dialogue and future of wind power planning. Creating stakeholder forum will enhance knowledge sharing, collective learning and reduce unproductive conflicts that highly characterizes wind power industry. This will also shift perspectives of network members from proactive and pointing blame to a common understanding and openness to new opportunities.

8.2 Methodological reflection and future studies

Stakeholder theory defines the interest and well-being of those who can facilitate or constrain the achievement of the organization's objectives. The theory is understood as a way to improve firm economic performance or ethical approach to management for the firm to gain social value and solve complex problems. The theory provides the framework for understanding the network that the developer company creates and defines the motivations behind the company to engage such multiple collaborations. The stakeholder theory explores both understandings, by putting a developer company at the center of the network and analyses the network creation in form of consultations. In addition, the three sources of data collection provides deeper understanding of the dynamics in wind power industry and the planning processes. The use of case study approach enables the researcher to include multiple actors to explain the interdependencies. Data collection methods such as semi structured face-to-face interviews allows physical contact with stakeholders of the markbygden project for deeper understanding. It has provided the deeper insight on of alternation of landscape, noise pollution, and other competition with human interest as claimed by both local community and environmental non-profit organization. The email interviews has provided respondents much time to think independently and express the opinion from his/her own understanding.

The theoretical contribution of this research project is to provide the basis for argument in multi-stakeholder collaboration. As to whether company is encouraged by the push factors such as complying with industry regulations, need to solve complex problems in wind power planning and responding to stakeholder pressure. Alternatively, the intention is for developer Company to manage stakeholder relations, to enhance reputation, gaining new markets, winning public image and gain social value in the society in which project is operating.

Furthermore, the research contributes to the rising institutional theory in stakeholder network that aims to explain that collaboration approach needs to be institutionalized for the long-term success. The theory suggest that Collaboration approach exploits the collective intelligence and capacity of multi-stakeholder systems to evolve and achieve long-term success. However, long-term success depends on institutionally embeddedness of stakeholder network across private and public sectors. Although, stakeholder networks and collaboration efforts exists, there is no clear policy that guides the engagement action. Collaboration neither has stakeholder forum nor stakeholder platform that facilitates dialogue and future of wind power planning. Creating stakeholder forum will enhance knowledge sharing, collective learning and reduce unproductive conflicts that highly characterizes wind power industry. This will also shift perspectives of network members from proactive and pointing blame to a common understanding and openness to new opportunities.

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2019-03-16

Personal Communication

Stefan Lundmark

Officer in charge of Energy, Pitea Municipality

Email and face-to-face interview

2019-02-12 and 2019-03-18

Per olofsson

Project Manager, Svevind Solutions AB

Email interview (2019-02-15)

Andre Sjöström

Operations Manager, Svevind

Email and face-to-face interview

2019-03-01 and 2019-03-19

Kristina Östman

Senior policy advisor, Swedish society for nature conservation

Phone interview (2019-04-08)

Mårten Hjernquist

PhD Student

Swedish Golden eagle association, Golden eagle Association

Phone interview (2019-03-05)

Lars-Erik Andersson

Representative, Hunters association Pitea region

Phone interview (2019-03-25)

Appendices

Appendix 1. Interview guide

Interview guide 1

The case study contains the information for the procedures used to contacts the interviewees and the relevant questions that provided the results of this research project. Some of the questions were added during the conversation and some were not asked since the previous question has already answered it. The email interviews were done in Swedish while telephone and face-to-face interviews were done in English. The interview with Svevind and municipality was almost the same but with slight modifications.

How many Wind power companies do you have in Pitea municipality?

What tasks does the municipality have and what function does it fulfill in wind power planning?

How do you work with these companies?

What is the state of working relation now?

What other interest groups do you consider to be partners of this project?

Is there some forum where you meet as partners of the project to discuss some details?

What do you see as motivation for this partners to join the forum?

Who was the initiator of the forum?

Do you see advantages in having partner forum?

How do you exchange information between partners apart from the forum?

Do you the way of exchanging information is suitable to all partners?

How would you describe your contact with wind power/municipality?

Do you consider all the partners have equal potential?

Who takes the last decision among partners?

How do you see wind power planning processes in Sweden?

Do you think some changes are needed?

How do you describe collaboration with local community?

Who do you contact first in planning processes?

Interview guide 2 – Specifically for the Environmental organization and Associations.

Together with the questions from the above guide, some questions were added specifically for the associations and Environmental organizations.

Can you please describe the prospects of Wind energy in context of Sweden?

How do you work with Wind energy companies?

Is there a forum where you exchange ideas among partners?

Do you have professionals in bird behaviors?

Do you think you are considered in planning processes?

How often do you meet in planning processes?

Appendix 2. Examples of techniques to involve stakeholders

Example methodologies to involve stakeholders Methodology	Comments
Direct Invitation Letters	Useful in early stages of consultation to provide information regarding the process and disseminate instructions on how to respond/get involved in the project.
Questionnaires or Surveys	Structured way of obtaining information which can be easily analysed statistically. Able to reach a large number of people, they are convenient, economic and have a good starting point. They need to be well structured and ensure that the questions are not leading.
Exhibitions and Road Shows	Useful way of presenting basic information and options to the public, especially local communities. Able to reach large numbers of people if well-advertised. Allows face –to- face feedback of information.
Public meeting	Enable presentation of information to the general public. Allow large numbers of people to be involved in some discussions. Need to be carefully managed to ensure all views are heard and responded.
Use of the full range of the media	Engages large numbers of the population, through television, newspapers and radio and posters. Useful at reaching those who may be more difficult to involve. Internet, websites, online questionnaires, chat rooms and notice boards have become increasingly popular ways of providing information and receiving feedback. Media can be used throughout the SMP process.
Structured Interviews	Useful for obtaining specific information and attitudes from wider stakeholders in the early stages of the project.
Semi-Structured interviews	Useful in exploring complex issues from key stakeholders later in the SMP process. The more open questions together with some structure allow a compromise between a thorough exploration of the issues and ease of analysis of responses.
Forums and focus groups	Flexible in terms of representation, size, outcome and timing of the forum.

Examensarbeten / Master Thesis
Inst. för skogsekonomi / Department of Forest Economics

1. Lindström, H. 2019. Local Food Markets - consumer perspectives and values
2. Wessmark, N. 2019. Bortsättning av skotningsavstånd på ett svenskt skogsbolag - en granskning av hur väl metodstandarderna för bortsättningsarbetet följts
3. Wictorin, P. 2019. Skogsvårdsstöd – växande eller igenväxande skogar?
4. Sjölund, J. 2019. Leveransservice från sågverk till bygghandel
5. Grafström, E. 2019. CSR för delade värderingar - En fallstudie av kundperspektiv hos skogs- och lantbrukskunder inom banksektorn
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7. Bwimba, E. 2019. Multi-stakeholder collaboration in wind power planning. *Intressentsamråd vid vindkraftsetablering*